

Ministry of Economy, Environment and Agriculture of Ukraine

**PREPARATION OF RESILIENT PROJECTS TO ADVANCE RECOVERY
OF UKRAINE (PREPARE UKRAINE) PROJECT**

**Ukraine Government Project Preparation Facility
(P508490)**

Stakeholder Engagement Plan

(updated)

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List of abbreviations

DCG	Donor Consultative Group
DREAM	Digital Restoration EcoSystem for Accountable Management
EBRD	European Bank for Reconstruction and Development
EC	European Commission
EIA	Environmental Impact Assessment
EIB	European Investment Bank
ESCP	Environmental and Social Commitment Plan
ESF	Environmental and Social Framework
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
ESS	Environmental and Social Standards
EU	European Union
FIRST	Facility for Investment Readiness and Systems Transformation
FPPU	Framework for Project Preparation for Ukraine
GM	Grievance Mechanism
GOU	Government of Ukraine
IFI	International Financial Institution
LSG	Local Self Government
MDCT	Ministry for Development of Communities and Territories of Ukraine
MOE	Ministry of Economy, Environment and Agriculture of Ukraine
MOF	Ministry of Finance of Ukraine
NGO	Non-Governmental Organization
PAD	Project Appraisal Document
PAPs	Project Affected Persons
PDO	Project Development Objective
PIM	Public Investment Management
PIU	Project Implementation Unit
PPP	Public-Private Partnership
PPP Agency	Public-Private Partnership Agency
PPF	Project Preparation Facility
PPU	Project Preparation Unit
RDNA4	Fourth Rapid Damage and Needs Assessment
SEA / SH	Sexual Exploitation and Abuse / Sexual Harassment
SEP	Stakeholder Engagement Plan
SIC	Strategic Investment Council
SOE	State Owned Enterprises
SPP	Single Project Pipeline
STRONG	Strengthening Government Capacity for Fiscal Reform Implementation Project
SURGE	Program for Supporting Reconstruction through Smart Fiscal Governance
TA	Technical Assistance
TSC	Technical Support Contractor
URTF	Ukraine Relief, Recovery, Reconstruction, and Reform Trust Fund
WBG	World Bank Group

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1. Introduction

1.1. Country and sectoral context

Russia's invasion of Ukraine has inflicted a devastating toll on the country and Ukraine's recovery, reconstruction, and operating needs are staggering. According to the Fourth Rapid Damage and Needs Assessment (RDNA4),¹, produced by the Government of Ukraine (GOU), the World Bank Group (WBG), the European Commission (EC), and the United Nations, as of December 31 2024 the estimated cost of Ukraine's recovery and reconstruction stands at \$524 billion (€506 billion) over the next decade. The most affected sectors have been the housing sector (33%), transport (21%), energy and extractives (12%), and commerce and industry (10%). The nine sectoral priority areas are: housing; education and science; healthcare; social protection; energy and mining; transport; water supply and sanitation; explosive ordnance management; and emergency response and civil protection.

While the GOU has so far focused on national security, stabilizing the economy, and sustaining core government services, there is growing recognition that Ukraine needs to start building capacity for reconstruction, long-term development, and EU accession. Given Ukraine's vast reconstruction and recovery needs and the investment gap, the GOU is reforming its Public Investment Management (PIM) to ensure that domestic resources and external financing are allocated to priority areas. The PIM is structured around a single, standardized planning and project cycle with the Ministry of Finance (MOF), Ministry of Economy, Environment and Agriculture (MOE), and Ministry for Development of Communities and Territories of Ukraine (MDCT) playing coordinating and gatekeeping roles. The previous multiple channels for investment projects have been replaced by a Single Project Pipeline (SPP) established under the PIM, which comprises planning, identification, preparation, appraisal, approval, and budgeting stages. The Cabinet of Ministers of Ukraine established a Strategic Investment Council (SIC) in May 2024, as an advisory body to the Government to develop a single project portfolio for public investment. The SIC plays a high-level oversight and approver role for the PIM system, including the Single Project Pipeline. The SIC is composed of all line ministries of Ukraine. In 2024, the PIM system was piloted at the central level and was expanded to local levels in 2025.

The World Bank is currently supporting the Ukraine PIM process through separate projects. Technical assistance to improve the Ukrainian Government's capacity to plan and finance recovery and reconstruction under the PIM is provided through the Strengthening Government Capacity for Fiscal Reform Implementation (STRONG) project. STRONG is funded by a \$10 million grant from the Ukraine Relief, Recovery, Reconstruction, and Reform Trust Fund (URTF). The PIM reform and implementation of the PIM Roadmap are being supported through another World Bank-financed Program for Supporting Reconstruction through Smart Fiscal Governance (SURGE).

Despite significant efforts by the Ukrainian government and international donors, including the World Bank, challenges remain in advancing recovery and reconstruction due to limited capacity and funding for preparing implementation-ready projects. To address this, the government is working with international financial institutions (EIB, EBRD, and the World Bank Group) to establish the Framework for Project Preparation for Ukraine (FPPU). This framework coordinates project preparation through multiple Project Preparation Facilities (PPFs), enabling the government to prepare priority recovery and reconstruction projects in line with quality, fiduciary, and environmental and social standards. The FPPU facilitates the efficient use of public and

¹ <https://documents1.worldbank.org/curated/en/099022025114040022/pdf/P180174-ca39eccd-ea67-4bd8-b537-ff73a675a0a8.pdf>

donor resources in the short term while paving the way for Public-Private Partnerships (PPPs) and private financing in the medium term.

The FPPU is guided by six key principles: (1) government ownership and alignment with Ukrainian priorities, focusing on projects prioritized by the SIC and included in the SPP; (2) regional cohesion to reduce disparities, support damaged regions, and ensure equitable access to resources, with full inclusion of local communities; (3) capacity building within the government for long-term sustainability; (4) transparent project allocation based on clear criteria, matching needs with appropriate delivery modalities and support from PPFs for project development stages; (5) transparent cooperation and information sharing among donors and financiers through the Donor Consultative Group (DCG); and (6) streamlined, agile processes to ensure timely and efficient project preparation and delivery in alignment with Ukraine's needs.

The FPPU is set to include two major project preparation facilities: the Ukraine Government Project Preparation Facility (the “Ukraine Government PPF”) and Ukraine FIRST, both supporting project preparation aligned with EU accession requirements.

The Project to which this Stakeholder Engagement Plan (SEP) pertains, is the Preparation of Resilient Projects to Advance Recovery of Ukraine (PREPARE Ukraine) Project and the Ukraine Government PPF, co-developed by the Ukrainian government with technical support from the World Bank, focuses on beneficiary-executed public investment project preparation with advisory services and is open to projects regardless of funding source. Additional PPFs targeting public investments may be integrated into the FPPU and coordinated under the SIC to align project preparation with Government priorities.

The detailed information on the Project operation and its specific arrangements can be found in the PREPARE Ukraine Project Operational Manual developed for the Project with the support from the World Bank.

1.2. Project Information

The Ukraine Government PPF is being designed and developed by the Government of Ukraine (GOU) with the support of the World Bank Group with a goal of placing it within the GOU's institutional structure. It is a mechanism owned by the GOU, enabling the GOU to develop the required expertise and institutional capacities to become an effective complement for Ukraine's Reconstruction in the medium and long term. The design of the Ukraine Government PPF provides an opportunity for the GOU to establish a government administered and executed PPF.

The Ukraine Government PPF is supported by the World Bank Group (WBG) through the Project “Preparation of Sustainable Projects to Promote the Recovery of Ukraine” (PREPARE Ukraine)” (hereinafter referred to as the Project). PREPARE Ukraine is financed by grants from the Ukraine Relief, Recovery, Reconstruction, and Reform Trust Fund (URTF) administered by the World Bank. The Grant Agreement (URTF No. TF0C8992) for the initial tranche of \$44.5 million was signed between Ukraine and the World Bank on July 10, 2025 from donor contributions, including the US, UK FCDO and other URTF donors.

PPP Agency is responsible for operation of the Ukraine Government PPF and implementation of the PREPARE Ukraine Project under general supervision of the Ministry of Economy, Environment and Agriculture of Ukraine (MOE) in line with the World Bank policies and requirements.

The Ukraine Government PPF and the PREPARE Ukraine Project includes three components:

Component 1: Strengthening Institutional and Technical Capacity. The capacity of the Government of Ukraine has been ravaged by Russia’s invasion of Ukraine. This capacity will grow over time, in particular after the end of the war, but the Government will need help growing those skills and rebuilding its capacity. This component will support capacity development of the Ukraine Government PPF stakeholders on institutional and technical issues fundamental for the preparation of projects in various sectors. This will include:

a) *Technical capacity strengthening for the Ukraine Government PPF stakeholders through the provision of expertise during project preparation.* This includes training in the areas of project preparation and development of high-quality infrastructure projects, including screening, procurement, environmental and social (E&S) assessments, and financial management (FM). The stakeholders will include Government entities such as, *inter alia*, MDCT, MOE, MOF and other ministries, AR and other state agencies, SOEs, and local governments that are Project Owners responsible for preparing and implementing projects in their respective sectors or locations. The capacity strengthening will be specific to the needs of staff at each Government entity to respond to the type and nature of projects under preparation. Expert advisors may be embedded within Project Owner institutions to support them during preparation of their project. The Project will also fund the delivery of a range of training to the PPF stakeholders, including classroom training and study tours on best practices in project preparation. This will be carried out through the procurement of consultants to build capacity and training on project preparation and provide on-demand technical expertise across various sectors.

b) *Institutional strengthening within the Framework for Project Preparation through improving the interface between the PPU and the PPF.* The Ukraine Government PPF is one of the elements within the Framework for Project Preparation under the broader PIM system. To ensure effective integration of the PPF within the PIM system and smooth coordination with the PPU and other PPFs, the Project will provide support to development of guidance materials, policy documents, and defining any other processes required for this coordination. This will also include training for any GOU officials and other stakeholders involved in the PIM system.

Additional support to project implementation will be provided with the help of a Bank-Executed grant allocated through the URTF. It is envisaged that additional support to the establishment and operationalization of the Ukraine Government PPF, outside the scope of this Project, includes the engagement of a third-party Technical Support Contractor. The contractor is providing technical support, advisory and training to PPP Agency staff, and local and foreign experts to assist with operationalization of the Ukraine Government PPF. Continuous support from the Bank side is provided to ensure access to global knowledge, sharing lessons learned, connecting with other PPFs around the world to learn from successes and challenges. The additional support provided by the Technical Support Contractor will supplement and complement institutional and capacity building strengthening, including the use of individual consultant expertise, provided under Component 1 of this Project.

Component 2: Preparation of Priority Government Selected Investments. This component funds preparation of projects selected and prioritized by the GOU (Government Selected Investments) as part of the PIM process and approved by the SIC. These public investment projects will be allocated from the SPP for the preparation to the Ukraine Government PPF based on the proposals provided by the PPU in accordance with transparent routing criteria, in compliance with the resolution on the establishment of the PPU and in the manner defined in Section 2 ‘Project Description,’ subsection ‘Framework Program for Project Preparation’ of Project Operational Manual. At the request of the PPU, this component will also support preparation of preliminary investment feasibility studies and concepts for priority investments (public investment projects), proposed for submission to the SPP. This routing process through the PPU will ensure coordination with other PPFs (Ukraine FIRST) and that projects being prepared are aligned with GOU priorities and the PIM. The routing criteria will be developed by the MOE in coordination with IFIs and the donors and will be defined in

the methodological recommendations on organizing the preparation of public investment projects and their distribution among PPFs, approved by the Ministry of Economy, and will be continuously updated to reflect evolving priorities of the GOU. The Ukraine Government PPF team will interact closely with the PPU throughout the allocation process, review and screen project preparation requests against the exclusion list, and identify needed technical assistance to prepare projects that are viable, environmentally and socially sustainable, and meet EU accession requirements in particular with regards to alignment with pan-European strategies, taking into account EU rules and standards, and following impact assessments framed by the acquis. In addition, all investments prepared by the Ukraine Government PPF under this Project will follow World Bank procurement, E&S, and fiduciary rules. It is expected that initial projects prepared under the Ukraine Government PPF will be structured as public investment projects. In the reconstruction phase, there is an intention that the Ukraine Government PPF will consider the identification and preparation of projects under PPP modalities, dependent on the country's macro-economic conditions and private sector appetite. This component will include the following support: design and structuring of Government Selected Investments; preliminary feasibility analysis and concept definition; Environmental & Social studies (including Environmental and Social Impact Assessments, ESIA's); detailed feasibility and design studies, Business case for the investment proposals; financial structuring to attract private funds and/or share risks with private sector, as and where appropriate.

Component 3: Project Management. This component will provide support to the PPP Agency for management of the Ukraine Government PPF through funding

- a) *Project management, administration, and operational costs* of the PPP Agency for implementing the activities under the Ukraine Government PPF program financed by the PREPARE Ukraine Project, including *inter alia* office and administrative costs, salaries of the Ukraine Government PPF team consultants, project audits, travel and outreach to external stakeholders, meetings, events, workshops, etc.
- b) *Technical assistance for development of a stable funding stream for project preparation*, including introduction of a revolving fund mechanism that would allow the recovery of project preparation costs in the event the project investment is successfully financed by external financiers (or reimbursement through a success fee of winning bidder in the case of PPP projects).

1.3 Purpose and Objectives of the Stakeholder Engagement Plan

The Ministry of Economy, Environment and Agriculture of Ukraine (MOE) and the PPP Agency recognize the importance of effective communication and stakeholder engagement for successfully implementing reconstruction projects. To this end, the Ukraine Government PPF and the PREPARE Ukraine Project will have strong communication and stakeholder engagement to ensure that all the stakeholders are being informed and consulted throughout the project cycle.

The overall objective of this SEP is to define a program for stakeholder engagement, including public information disclosure and consultation throughout the entire project cycle. The SEP outlines the ways in which the MOE and the PPP Agency communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about the project and any activities related to the project. The SEP specifically emphasizes methods to engage groups considered most vulnerable and that are at risk of being left out of project benefits.

Given that the PREPARE Ukraine Project is comprised of technical assistance to prepare Government Selected Investments, public investment projects that may not yet been selected, the SEP takes the format of a framework approach, outlining general principles and a strategy to identify stakeholders and plan for an

engagement process in accordance with the World Bank’s Environmental and Social Standard on Stakeholder Engagement and Information Disclosure (ESS10), once the projects are selected.

The main objective of the SEP is the following:

- To ensure public investment projects prepared under the Ukraine Government PPF and PREPARE Ukraine Project will meet the stakeholder engagement requirements of the Ukrainian legislation and the World Bank Environmental and Social Standard 10.
- To identify key stakeholders that are affected, and/or able to influence the Ukraine Government PPF and PREPARE Ukraine Project and its activities in preparing future projects for investment
- To develop a practical tool for the Project Implementation Unit (PIU) to develop smooth stakeholder engagement plans for each public investment project once selected
- To develop a stakeholder engagement process that allows stakeholders to participate and influence the design and implementation of the Ukraine Government PPF and PREPARE Ukraine Project including the planning of future investment projects, in a meaningful way
- To define the information disclosure provisions
- To establish a formal Grievance Mechanism (GM)
- To define roles and responsibilities for the implementation of the SEP
- To define the monitoring arrangements to ensure that the SEP remains an effective and up-to-date tool for stakeholder engagement

2. National legislative framework and international standards

2.1 Ukraine Citizen Engagement Legislation

Ukrainian citizens’ right to participate in the administration of state affairs and in all local referendums is granted by the Constitution of Ukraine, Articles 38. Article 40 of the Constitution also enables all citizens to file individual or collective petitions or to personally appeal to bodies of state power, bodies of local self-government, and the officials and officers of these bodies. People’s rights relating to access to information, consultation, and engagement are further recognized in three Ukrainian legislative and regulatory acts².

The first constitutes the Law of Ukraine “On Access to Public Information (2011), the second, Law of Ukraine “On Citizen’s Appeals” № 47 (1996), and the third is vested in the Decree of the Cabinet of Ministers of Ukraine (November 3, 2010) No. 996 “Order of the public consultations on the issues of development and implementation of the state policy”³. The Law of Ukraine “On the Access to Public Information” (2011), determines procedures for exercising and securing the right of every person’s access to information of public interest possessed by government agencies and other providers of public information as identified by this Law. In Article 3 the Law also stipulates guarantees of observance where providers’ obligation to:

1) provide and disclose information;

² <https://zakon.rada.gov.ua/laws/show/254%D0%BA/96-%D0%B2%D1%80>.

³ <https://zakon.rada.gov.ua/laws/show/996-2010-%D0%BF#Text>

- 2) to establish special information services and/or systems within information-providing entities to secure access to public information by the established procedures;
- 3) to simplify procedures for submission of requests and receipt of information;
- 4) free access to open sessions of government agencies;
- 5) parliamentary, civil, and state control over observance of the right to access public information and information access modes;
- 6) legal responsibility for violation of the legislation on access to public information.

The Law of Ukraine “On Citizens’ Appeals” № 47 (1996) further grants Ukrainian citizens the right “to apply to state bodies, local self-government, associations of citizens, enterprises, institutions, organizations regardless of ownership, mass media, officials according to their functional responsibilities with comments, complaints, and proposals concerning their statutory activities, a statement or petition for the exercise of their socio-economic, political and personal rights and legitimate interests, and a complaint about their violation.” The Law “On Citizens’ Appeals” was reinforced in 2015 by the citizens’ right to file electronic petitions on corresponding portals instituted for this purpose by the President’s Administration, Parliament, the Government (“central authorities”), and hundreds of local bodies of self-government (“local authorities”). The last, third decree of the Cabinet of Ministers of Ukraine ensures that the public is consulted on the issues of development and implementation of state policies

All three regulatory acts and the Constitution of Ukraine will serve as the base reference for informing the stakeholder engagement plan and its activities throughout the project’s implementation.

There are also the Ukrainian legislative documents on public participation and disclosure of information particularly on environmental issues:

Decree of the Ministry of Environmental Protection of Ukraine "On Approval of the Regulation on Public Participation in Decision Making on Environmental Protection Issues" #168 of December 12, 2003.

The Law of Ukraine “On Environmental Protection” #1264-XII adopted on July 25 (article 9) defines the roles and procedures as regards the public disclosure of information about the environment and its protection. The Law states that "Every citizen of Ukraine has the right to ... participate in the discussion and submission of proposals to materials on the placement, construction and reconstruction of facilities that may adversely affect the environment, making proposals to public authorities, local governments and legal entities involved in decision-making on these issues".

The [Law of Ukraine “On Environmental Impact Assessment”](#) (“On EIA/OVD”) (2017) defines public participation and information disclosure in the environmental protection proceedings and environmental impact assessment (art. 2,7,8,14). Under the law, the preparation of the EIA requires the conduct of public hearings. The procedure begins with the publication of a notice about the start of public consultation, which is required to be published within three working days after the EIA report is received by the relevant authorities. This notice must be made available on the official website of the authorized territorial or central body and in public places within the area where the planned activity is to take place. The public consultations period lasts between 25 and 35 working days, starting from the official announcement. During this time, the public is granted access to the EIA report and other relevant information, allowing stakeholders to review and comment on the planned activity. Written comments can be submitted electronically or in person, and oral comments can be made during public hearings, which are also a required part of the consultation process.

The authorized authorities are tasked with organizing public hearings and providing access to the necessary information. The hearing provides a platform for local communities to voice their concerns and ask questions

about the environmental impacts of the planned activity. Once the consultation period concludes, the authorities prepare a report on the public consultation process. This report includes a summary of the public comments, the hearing minutes, and a table showing how the comments were addressed. It is then submitted to the Unified Environmental Impact Assessment Register. The results of the public consultation and the final EIA report must be disclosed, ensuring transparency in the decision-making process. If no comments are received within the consultation period, it is deemed that no objections were raised.

Application of the above-mentioned legislation during the period of martial law:

The Law provisions are applied with due regard to the restrictions of the Law of Ukraine on the Legal Regime of Martial Law (389-VIII from May 12, 2015; the last updates – in 2025; hereinafter – martial law) and established by other laws and acts of the Cabinet of Ministers of Ukraine and other ministries and authorities during the period of martial law, i.e. the Order of the Ministry of Environmental Protection and Natural Resources of Ukraine No. 177 of April 20, 2022 (that established a temporary restriction on access to the Unified Register of Environmental Impact Assessment), the NEURC Resolution No. 349 of March 26, 2022 (that ensures the protection of information that may be classified as restricted information, including critical infrastructure facilities, under martial law), etc.

The process of consultations has been entirely moved online via Unified EIA Register at the national hub for environmental information. Public Announcements are published on the official website of the Unified Register for EIA to inform the public and stakeholders. Public consultation is organized by the EIA responsible department via video conference. Written comments can be submitted to the responsible body via email by any stakeholder. The consideration of comments is mandatory to be included in the public consultations Reference.

A controlled disclosure system is one of the critical aspects of ensuring national security. Sensitive information is restricted. Information that could pose a threat to national security or public safety is not openly disclosed and temporarily unavailable.

The Aarhus Convention (ratified by Ukraine on 18th November 1999) establishes several rights to individuals and civil society organizations about the environment. The Parties to the Convention are required to make the necessary provisions so that public authorities, at a national, regional, or local level, will contribute to these rights to become effective. The Aarhus Convention provides for:

Access to environmental information. The right of the citizens to receive environmental information that is held by public authorities

Public participation in environmental decision-making. The right of the citizens to participate in preparing plans, programs, policies, and legislation that may affect the environment.

Access to justice. The right of the citizens to have access to review procedures when their rights concerning access to information or public participation have been violated.

2.2 World Bank requirements for stakeholder engagement

The World Bank's Environmental and Social Framework (ESF) came into effect on October 1, 2018. The Framework includes Environmental and Social Standard (ESS) 10 Stakeholder Engagement and Information Disclosure, which recognizes "the importance of open and transparent engagement between the Borrower and project stakeholders as an essential element of good international practice". ESS10 emphasizes that effective stakeholder engagement can significantly improve the environmental and social sustainability of projects, enhance project acceptance, and make a significant contribution to successful project design and implementation.

As defined by the ESS10, stakeholder engagement is an inclusive process conducted throughout the project life cycle. When properly designed and implemented, it supports the development of strong, constructive, and responsive relationships that are important for the successful management of a project’s environmental and social risks. Key elements of ESS10 include:

“Stakeholder engagement is most effective when initiated at an early stage of the project development process and is an integral part of early project decisions and the assessment, management, and monitoring of the project. Borrowers will engage with stakeholders throughout the project life cycle, commencing such engagement as early as possible in the project development process and in a timeframe that enables meaningful consultations with stakeholders on project design. The nature, scope, and frequency of stakeholder engagement will be proportionate to the nature and scale of the project and its potential risks and impacts. Borrowers will engage in meaningful consultations with all stakeholders. Borrowers will provide stakeholders with timely, relevant, understandable, and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination, and intimidation. The process of stakeholder engagement will involve the following, as set out in further detail in this ESS: (i) stakeholder identification and analysis; (ii) planning how the engagement with stakeholders will take place; (iii) disclosure of information; (iv) consultation with stakeholders; (v) addressing and responding to grievances; and (vi) reporting to stakeholders. The Borrower will maintain and disclose as part of the environmental and social assessment, a documented record of stakeholder engagement, including a description of the stakeholders consulted, a summary of the feedback received, and a brief explanation of how the feedback was taken into account, or the reasons why it was not.”

Borrowers are required to develop a Stakeholder Engagement Plan (SEP) proportionate to the nature and scale of the project and its potential risks and impacts. Stakeholders must be identified, and the SEP has to be disclosed for public review and comment as early as possible before the project is appraised by the World Bank. ESS10 also requires the development and implementation of a grievance redress mechanism (GM) that allows project-affected parties and others to raise concerns and provide feedback related to the environmental and social performance of the project and to have those concerns addressed promptly.

3. Key Principles for Stakeholder Engagement Planning for future projects prepared under the Ukraine Government PPF and PREPARE Ukraine Project.



The Ukraine Government PPF and the PREPARE Ukraine Project supports *upstream* preparation of potential public investment projects selected from the GoU’s Single Project Pipeline; these projects have passed *concept stage*. Upstream preparatory activities under the Ukraine Government PPF and the PREPARE Ukraine Project will consist of preparing a range of studies and documentation including:

- Design and structuring of projects: Detailed planning for project preparation and structuring of Government Selected Investments, including the development of a standardized model for infrastructure business case development (e.g., Ukraine’s adaptation of the 5 Case model).

- Preliminary feasibility analysis and concept definition: Preliminary market, technical, environmental, social, land and climate-related issues; legal, regulatory, security assessment, reforms required to enable successful projects; cost-benefit analysis; preliminary design and appraisal; recommended choice of procurement arrangements; and community and civil society consultations.
- Environmental & Social (E&S) studies (including Environmental and Social Impact Assessments, ESIA/ESMPs, resettlement instruments, etc.): Assessment of E&S risks and impacts of each project, consistent with the World Bank Environmental and Social Framework (ESF). This may include ESIA and other E&S assessments for the eventual investment, commensurate with the E&S risks of the project, and its design stage (conceptual versus detailed). Therefore, E&S studies may be integrated into feasibility studies or may be stand-alone and preliminary in nature, limited to issue spotting and risk assessment, and will include specifications for future assessments that can also be adapted to meet the specific E&S standards of future financiers, once identified.
- Detailed feasibility and design studies: Demand analysis, technical feasibility and engineering cost estimates studies, concept designs, financial and economic assessments of the investment, de-risking assessment (including for co-investment/de-risking decisions by IFIs and DFIs), geotechnical or resource assessments, detailed designs for construction projects in line with EU requirements (including E&S), construction project drawings and specifications (construction documents) and other design documents. Feasibility studies and design documents will need to meet the requirements of the State Expertise.
- Business case for the investment proposals: Analysis of the financial and economic case for the proposed investments to inform the GOU's decision on financing (incorporating financial viability assessment, fiscal impact analysis and economic appraisal); detailed legal and regulatory due-diligence and preparation of modifications required to support the proposed investments.
- Financial structuring to attract private funds and/or share risks with private sector, as and where appropriate: Assessment of proposed financing mechanisms and potential for maximizing the participation of private sector in project financing Government Selected Investments (e.g. through a range of PPP/concession structures), preparation of risk allocation matrices, proposed contractual structure and its commercial viability, initial market sounding with potential investors.

There are no civil works as part of the Ukraine Government PPF and the PREPARE Ukraine Project and therefore there are no direct adverse environmental or social impacts that are expected to affect the livelihoods or economic activities of targeted beneficiaries, including local communities, government agencies, current land users, and other vulnerable or disadvantaged groups. Downstream investments may, in the future, pose varying levels of environmental and social risks and impacts. However, the Ukraine Government PPF and the PREPARE Ukraine Project itself, at the upstream stage of project development, represents the essential opportunity to identify priority E&S risks and impacts of a future investment, identify stakeholders and conduct stakeholder engagement commensurate with the early stages of project development and the E&S risks of the project.

As outlined in the previous section, once specific projects are selected as **Government Selected Investments**, and packages of technical documents are being prepared, the relevant authorities— including the PIU, supported by the Ukraine Government PPF and the PREPARE Ukraine Project and its Technical Support Contractor will complete the following steps in analyzing and identifying stakeholders for each specific project and preparing SEPs that are commensurate with the E&S risks of the project and phased appropriately. Templates for preparing SEPs for **Government Selected Investments** to be prepared under the Ukraine Government PPF and the PREPARE Ukraine Project are provided in [Annex 1](#) and [Annex 2](#) of this document.

STEP 1: E&S Screening: Projects selected to be prepared under the Ukraine Government PPF are all to be screened for E&S risks using **the Environmental and Social Management Framework (ESMF)** required as per the **Environmental and Social Commitment Plan (ESCP)**. The screening is elaborated in the ESMF and results in assigning an Environment and Social Risk Rating for each future public investment project (i.e. High/Substantial/Moderate/Low). The screening is an integral input to preparing the SEP because: 1) it is an indicator of the complexity of the project and priority E&S risks that need to be consulted with stakeholders even at an early stage. The complexity of the SEP is commensurate with the risk rating; 2) Identifies the E&S instruments that need to be prepared as part of the preparation package (e.g. integrating E&S issues into the feasibility study and design/or preparing a Terms of Reference for the ESIA or a stand-alone ESIA; 3) these various instruments may have their own requisite stakeholder engagement processes that need to be planned as part of the SEP to meet legal requirements and ESS10.

STEP2: Stakeholder Identification and Analysis. As the design of the project progresses from its original concept toward a defined design, it is important to identify stakeholders on a more systematic basis. Stakeholder mapping and analysis involves recognizing all individuals, groups, and organizations that may be affected by or have an interest in the project. Stakeholders include project-affected parties, other interested parties, and vulnerable or disadvantaged groups. This analysis aims to understand stakeholders' needs, concerns, and expectations, providing critical insights into how the project may impact them and how best to engage with them. By mapping these groups and analyzing their influence and interests, this stage lays the foundation for tailoring subsequent engagement activities. It ensures that the SEP is inclusive and that no stakeholders, particularly those in vulnerable situations. Stakeholder identification and analysis informs formal ESIA studies and provide information to input into other project feasibility studies and risk analysis.

STEP3: Developing the Stakeholder Engagement Program. The Stakeholder Engagement Program defines how and when stakeholders will be engaged throughout the project lifecycle. During planning /preparation stages the program will guide stakeholder consultations and communications during the period of the main ESIA studies and other aspects of the project analysis and design. It includes strategies for information disclosure to ensure stakeholders are informed about the project's goals, progress, and impacts in a clear and accessible manner. The engagement program also specifies the methods and tools that will be used to facilitate consultations and active participation, such as community meetings, focus groups, workshops, or online discussions. Special attention is given to vulnerable groups to address barriers to participation and ensure they can meaningfully engage with the project. Additionally, the program outlines key messages that will be tailored to the needs and preferences of different stakeholder groups, ensuring transparency, trust, and inclusivity in communication efforts. This component ensures that stakeholders' voices are heard, and their feedback is integrated into the project design and implementation.

STEP4: Operating a Grievance Mechanism. A robust Grievance Mechanism is essential for addressing stakeholder concerns and fostering trust throughout the project. Each public investment project initiator / Project Owner (Beneficiary) working with the Ukraine Government PPF has its own GM as per national law and the Constitution of Ukraine. The Project will establish reporting requirements for project initiators / owners to regularly report on complaints received about investment projects under preparation. The mechanism must be accessible to all stakeholders, including vulnerable groups, with multiple channels for submission such as hotlines, email, or local offices. It should also include specialized protocols for handling sensitive issues, such as SEA/SH-related grievances, with confidentiality and care. The grievance mechanism not only provides a platform for resolving disputes but also serves as a monitoring tool to track issues and identify trends, enabling continuous improvement in stakeholder engagement practices.

4. Stakeholder mapping: stakeholder identification and analysis

Stakeholder Mapping for Government Selected Investments

The procedure of stakeholder identification and analysis is described below in this section.

Stakeholder Mapping is a two-step process to **identify** stakeholders that may be impacted by the public investment projects and **assess** the level of engagement with them by the project. Stakeholder mapping also allows for the identification of groups that may be typically excluded or marginalized and who may benefit from a more targeted outreach approach. Stakeholder mapping should identify individuals, groups, local communities, and other stakeholders that may be directly or indirectly affected by the project, positively or negatively. Stakeholder mapping should be done in collaboration with the Project initiator / Project owner (Beneficiary) and build on previous stakeholder identification done at preceding stage of concept development or preliminary investment feasibility study. This will be supplemented with demographic and geographical information about communities and sensitive receptors (e.g. schools, hospitals, religious buildings) in the project area, local NGO and community-based organization (CBO) information to enhance outreach and inclusive participation at relevant community consultations and in particular, plan targeted activities for vulnerable groups.

According to the World Bank ESS 10 the SEPs should identify the following types of stakeholders:

Project-Affected parties: The SEP of the Government Selected Investments should focus particularly on those directly and adversely affected by project activities because of actual impacts or potential risks to their physical environment, health, security, cultural practices, well-being, or livelihoods. These stakeholders may include individuals or groups, including local communities.

Other interested parties: The SEP should identify individuals or groups with an interest in the public investment project, which may be because of the project location, its characteristics, its impacts, or matters related to public interest. For example, these parties may include local councils, women’s organizations, other civil society organizations, and cultural groups.

Vulnerable groups: Vulnerable and disadvantaged individuals or groups are those who may face barriers to participation, cannot express their concerns, or may not fully understand the impacts or benefits of a project. These groups are sometimes excluded from stakeholder engagement processes due to social, economic, or physical challenges. In Ukraine, rural and marginalized populations often face systemic disadvantages, particularly in areas with poor infrastructure and limited access to resources. Rural communities rely heavily on agriculture and small-scale industries, and these groups may lack access to essential services, transport infrastructure, and economic opportunities. Similarly, internally displaced families, especially those displaced by conflict, often struggle to re-establish their livelihoods and access critical services. Also, the ongoing situation, a significant layer of veterans has emerged in Ukrainian society who need access to quality medical, rehabilitation, and other socially important public services.

The Ukraine Government PPF and the PREPARE Ukraine Project will ensure that, during the preparation phase of specific public investment projects, appropriate measures are designed to address these challenges. Targeted stakeholder engagement will include tailored outreach strategies, culturally appropriate communication methods, and participation facilitation for vulnerable groups. Particular focus will be placed on addressing accessibility challenges and providing transparent, meaningful information to ensure their voices are heard in the project’s design and decision-making processes including ESIA processes.

Within communities that may be or affected by public investment projects, vulnerable and disadvantaged groups may be those in most proximity to projects, or may be those that are most vulnerable to change and sensitive to impacts, include the following:

- Internally displaced persons (IDPs), including families with children, due to the ongoing conflict in Ukraine;
- Veterans and members of their families, family members of deceased veterans and defenders of Ukraine;
- Families with children with disabilities or special needs;
- Low-income households, particularly those with multiple dependents;
- Marginalized ethnic communities, such as Roma populations;
- Rural populations in areas with limited infrastructure and opportunities;
- Elderly populations and people with disabilities who may face mobility challenges;
- Women-headed households, who often bear additional economic and social burdens etc.

. Once the public investment projects are selected and their locations determined, the relevant project initiators / Project Owners (Beneficiaries), and the PIU, advised by the Ukraine Government PPF’s Technical Support Contractor, will:

1. Identify vulnerable and disadvantaged groups within the project intervention areas to ensure they are adequately included in the engagement process;
2. Engage with these groups in line with the approaches and principles outlined in this Stakeholder Engagement Plan (SEP), ensuring inclusivity and equity;
3. Assess impacts and benefits to address any barriers to participation and create enabling conditions that allow these groups to benefit fully from project outcomes.

The guideline questionnaire for the identification and categorization of stakeholders in relation to projects being prepared under the Ukraine Government PPF is provided in [Annex 3](#) of this document.

The following stakeholders have been preliminary identified and analyzed relevant to the Ukraine Government PPF:

Stakeholder group	Interests	Influence	
		Interest	Impact
International level			
World Bank Group (WBG)	Providing financial and technical assistance, capacity building, and adherence to international standards including environmental and social safeguards.	High	High
Donor Consultative Group (DCG)	Coordination between donors and supervision of the Ukraine Government PPF and the PREPARE Ukraine Project implementation process.	High	High
Other International Financial Institutions (IFIs), Multilateral and Bilateral Donors	Providing financial and technical support.	High	High

International Consulting Firms and Experts	Providing consultancy services including offering an expertise in development of feasibility studies, technical design for projects etc..	Medium	Medium
National level			
GoU	Overall oversight and ownership of the Ukraine Government PPF.	High	High
Ministry of Finance of Ukraine (MOF)	Oversight of financial structuring, project sustainability, and resource allocation.	High	High
Ministry of Economy, Environment and Agriculture of Ukraine (MOE)	Hosting ministry of the Ukraine Government PPF; coordination of project preparation and alignment with national economic goals.	High	High
The Agency on Support of Public-Private Partnership (PPP Agency)	Existing state-owned, non-profit organization established under the MoE, is proposed by the GOU to be enabled to take over the Ukraine Government PPF and PREPARE Ukraine Project.	High	High
Ministry for Development of Communities and Territories of Ukraine	Coordinating strategic planning for regional development; directly responsible for the recovery of the country and the implementation of restoration projects; responsible for the development and implementation of the Digital Restoration EcoSystem for Accountable Management (DREAM) as bank for public investment projects.	High	High
The State Agency for Restoration and Development of Infrastructure of Ukraine	Preparing and implementing large-scale infrastructure projects in accordance with the medium-term plan of priority public investments.	High	Medium
Strategic Investment Council chaired by the Prime Minister of Ukraine	Coordinating project preparation and ensuring alignment with strategic priorities for public investment and the Single Project Pipeline (SPP).	High	High
Line Ministries and government agencies	Beneficiaries of the Ukraine Government PPF; receiving technical assistance for preparation for the implementation of public investment infrastructure projects and capacity building; ensuring alignment with national policies and sectoral priorities.	High	High
State-Owned Enterprises (SOEs)	Beneficiaries of the Ukraine Government PPF (project initiators / project owners); receiving	Medium	Medium

	technical assistance for public investment infrastructure projects and capacity building.		
Accounting Chamber	Conducting financial and efficiency audits of programs and expenditures related to public investments	Medium	Medium
State Audit Service of Ukraine	Analysis and verification of the legality and efficiency of investment projects using funds from the state and local budgets, state support, state and/or local guarantees, as well as analysis and verification of the achievement of performance indicators, management of investments (funds).	Medium	Medium
National Consulting Firms and Experts	Providing consultancy services including offering an expertise in development of feasibility studies considering the local context, technical design for projects etc.	Medium	Medium
National Think Tanks and Research Institutions	Providing research, policy analysis, and recommendations to strengthen project preparation.	Medium	Medium
NGOs and Civil Society Organizations (CSOs): A list of NGOs and CSOs that may be engaged during the preparation of the Ukraine Government PPF is provided in Annex 4 .	Advocating for inclusivity, transparency, and sustainability in project preparation processes.	Medium	Medium
Private Sector as potential investors	Exploring opportunities for PPPs, co-financing, and involvement in infrastructure development.	High	High
Private sector - design and engineering companies	Providing services for the preparation of project documentation, including technical design for projects.	Medium	Medium
Regional and Local level			
Regional and local authorities, municipal departments	Beneficiaries of the Ukraine Government PPF (project initiators / project owners); receiving technical assistance for preparation for the implementation of public investment projects and capacity building; responsible for coordinating project priorities in their areas.	High	Medium
Balance sheet holders, municipal and utility companies	Operators of infrastructure assets and providers of all relevant information about infrastructure assets and projects' needs.	Medium	Medium

Consumers and local population (Project Affected communities)	Final beneficiaries, users of socially important public services, the improvement of access and quality of which will be ensured through the quality preparation of public investment projects. Environmental and social impacts of the project including land acquisition and displacement impacts.	High	Medium
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5. Stakeholder Engagement Program

5.1. Summary of stakeholder engagement done so far

Since the early beginning of the PREPARE Ukraine Project and establishment of the Ukraine Government PPF numerous stakeholders were engaged, including institutional stakeholders, national level decision making institutions and central executive bodies, Selected Government Investments (pilot projects) initiators and other interested parties including partner donor organizations, regional authorities, state owned and private companies, NGOs etc.

During the stage of design and establishing the Ukraine Government PPF and the PREPARE Ukraine Project, the following public consultation meetings were conducted:

Meeting	Timing and location	Participants	Key issues discussed, summary of received feedback
Working group of Ukraine Donor Platform	September-October, 2024 Online meeting	Representatives of Ministry of Economy, Ministry of Finance, Ministry of Development, World Bank, European Investment Bank, European Bank for Reconstruction and Development, Foreign, Commonwealth & Development Office, U.S. Department of State, European Commission, Reform Delivery Office of	Discuss the concept paper on Ukraine Framework for Project Preparations (UFPP) between GoU, World Bank, EIB and EBRD and progress with Project Preparation Facilities (PPFs) e.g. Ukraine Government PPF and UKRAINE FIRST;

Meeting	Timing and location	Participants	Key issues discussed, summary of received feedback
		Secretariat of Cabinet of Ministers of Ukraine.	
Working group of Ukraine Donor Platform	October 9, 2024	Representatives of Ministry of Economy, Ministry of Finance, Ministry of Development, World Bank, European Investment Bank, European Bank for Reconstruction and Development, Foreign, Commonwealth & Development Office, U.S. Department of State, European Commission, Reform Delivery Office of Secretariat of Cabinet of Ministers of Ukraine.	Discuss Government's Draft Decree on PPU; and proposal for routing criteria to allocate SPP project preparation requests to PPFs. The UFPP was approved and endorsed by the Ukraine Donor Platform.
Working group of Ukraine Donor Platform	December 19, 2024 Online meeting	Representatives of Ministry of Economy, Ministry of Finance, Ministry of Development, World Bank, European Investment Bank, European Bank for Reconstruction and Development, Foreign, Commonwealth & Development Office, U.S. Department of State, European Commission, Reform Delivery Office of	The current status of the framework for project preparation was presented. The timeline and stages of rollout of the Ukraine Government Project Preparation Facility was discussed.

Meeting	Timing and location	Participants	Key issues discussed, summary of received feedback
		Secretariat of Cabinet of Ministers of Ukraine.	
Working group on strategic and budget planning and methodological support of public investments	December 26, 2024 Online meeting	Representatives of Ministry of Economy, Ministry of Finance, Ministry of Development	Ministry of Economy presented the idea to establish on the base of the PPP Agency the Project preparation facility (PPF) that will help to prepare bankable projects from SPP.
Public consultations (NGO)	31 January 2025 Online meeting	Representatives of the Non-governmental organizations (participants listed in the Annex)	<p>The representatives of Ministry of Economy and PPP Agency have presented the overall idea of the Project and explored the procedure for selection of projects in connection to environment cities. The idea has received positive feedback and valuable contributions for further implementation.</p> <p>In particular, the RISE Coalition proposed mechanisms for public participation in decision-making and increased transparency in the public investment management process, which will promote openness and accountability.</p>

Meeting	Timing and location	Participants	Key issues discussed, summary of received feedback
Public Consultations, (The representatives of private companies providing advisory services in the field of investment projects)	31 January 2025 Online meeting	Representatives of the private companies which are participants of the national advisory market	The representatives of Ministry of Economy and PPP Agency have presented the overall idea of the Project and explored the procedure for selection of projects and reviewed tender mechanism for procurement of consulting services. The idea has received positive feedback and valuable contributions for further implementation, including proposals regarding shortlisting of the projects and applicable rules of procurement.
Public Consultations (The representatives of public sector)	27 November 2025 Online meeting	Representatives of line ministries, state owned enterprises, public institutions in the different sectors (the list of participants to be seen in Annex 6)	The ESMF was presented by the PPP Agency supported by TSC as the main instrument by which the MOE through the PPP Agency and Ukraine
Public Consultations, (The representatives of private companies providing advisory services in the field of investment projects and NGO)	28 November 2025 Online meeting	Representatives of private companies providing consultancy services in the field of investment projects and civil society sector organizations, including environmental NGOs (the list of participants to be seen in Annex 6)	Government PPF will comply with the WB E&S Framework (ESF) and ESSs. In Q&A sessions, practical implementation challenges were discussed, including project realization in densely built-up areas or close to protected nature

Meeting	Timing and location	Participants	Key issues discussed, summary of received feedback
			zones, practical application of the WB ESS to highly complex infrastructure projects with potentially negative environmental impacts, and the necessity of strengthening the human resources capacity of project owners and training support needed as part of the PREPARE Ukraine Project.

The **first round of SEP disclosure and public consultations** was conducted in January 2025.

Invitations were sent in advance to consulting firms, non-governmental organizations (NGOs), and civil society organizations (CSOs) for a virtual consultation session that took place on January 31, 2025. During the consultations, the PREPARE Ukraine Project design was introduced, along with an overview of the SEP’s objectives as well as potential environmental and social risks was highlighted along with mitigation measures. The critical role of stakeholders in the decision-making process was emphasized, and accessible communication channels for providing feedback were outlined. All feedback received during the consultations was carefully reviewed, integrated into the project design, and summarized in the table above. A comprehensive consultation protocol, including meeting minutes, is included as an [Annex 5](#) to this document.

In addition, the initial draft SEP and ESCP have been disclosed on official websites in Ukrainian and English and the information about the Project and SEP was directly sent to Regional Authorities, central government bodies and donors through established Working Groups requesting to provide feedback.

Online consultations for ESMF have been organized jointly by the Ministry of Economy, Environment and Agriculture of Ukraine (MOE) and the PPP Agency in October-November 2025, including two rounds for different groups of stakeholders: Round 1 - public sector (November 27 2025); Round 2 - private and civil society sector (November 28 2025).

The draft ESMF document was disclosed on the PPP Agency website (<https://pppagency.gov.ua/environmental-and-social-management-in-public-investment-projects-supported-by-ukraine-government-ppf/>) on 28th October 2025, with the preliminary announcement on coming public consultations. The draft ESMF remained publicly available throughout the consultation period.

Participation in the consultations was voluntary and open to all interested stakeholders. Representatives of stakeholders from the public, private, and civil society sectors whose activities are related to public investment management (PIM) and preparation of public investment projects in various sectors were invited to participate in consultations, including representatives of central executive bodies and other state institutions, state-owned enterprises, local executive bodies, local self-government bodies, etc., Development Agencies and Reform

Support Offices, business support organizations (BSOs), Civil society organizations (CSOs), consulting companies that provide services for the preparation of high-quality projects.

The consultations generated substantive feedback, primarily related to: (i) the practical application of the ESMF screening and exclusion criteria (rather than applying a fixed/strict 100 m buffer zone) near protected areas; and (ii) the need for capacity building and training for beneficiary institutions responsible for project preparation. All comments and questions raised during the consultations were reviewed and taken into account in finalizing the ESMF, including clarifications on screening procedures, mitigation approaches, and capacity-building arrangements. The outcomes of the consultations will also inform the preparation and implementation of project-specific environmental and social instruments during project implementation.

Presentation materials were shared with all registered stakeholders after the consultation. The ESMF document has been updated in line with the considered comments received during consultations and has been redisclosed at the PPP Agency website (<https://pppagency.gov.ua/ppp-agency-re-discloses-the-environmental-and-social-management-framework-esmf-following-public-consultations/>) and at the WB site (<https://documents.worldbank.org/en/publication/documents-reports/documentdetail/099011326090040632>) with included minutes of public consultations. A comprehensive protocol of consultations can be seen in [Annex 6](#).

Early Market Engagement consultation session with representatives of international consulting firms and engineering companies, financial and transaction advisors, donor partners and industry associations was organized by PPP Agency with the technical support from the World Bank on December 16, 2025 to introduce the consulting market to the objectives, structure, and upcoming procurement opportunities under the Ukraine Government PPF and the PREPARE Ukraine Project. The meeting demonstrated strong market interest in supporting Ukraine's project preparation agenda and in contributing to the recovery and reconstruction pipeline.

5.2. Engagement Program and Methods

In the early phases of implementation and establishing the Ukraine Government PPF and the PREPARE Ukraine Project, as per the Environmental and Social Commitment Plan, an *Environmental and Social Management Framework (ESMF)* has been developed, disclosed, consulted and redisclosed upon consultations. The ESMF serves to identify, assess, manage, and monitor the environmental and social risks and impacts of public investment projects selected for preparation under the Ukraine Government PPF including resettlement and land acquisition impacts. The MOE and the PPP Agency have organized virtual consultations on the ESMF with a broad range of stakeholders including representatives from public, private and civil society sectors, as described in the above section (*Stakeholder Engagement Program*) and Annex 6 (*Report on ESMF Public Consultations*).

The preparation of each project under the Ukraine Government PPF as a **Government Selected Investments** includes various forms of public consultation to engage targeted stakeholders to ensure implementation and supervision issues, consultation on any project characteristics or environmental and social risks, and consultation on the progress of environmental and social risk mitigation measures; regular efforts to keep stakeholders informed about the implementation of project, etc.

Stakeholder Engagement Plans for Government Selected Investments. As mentioned previously, a stakeholder engagement plan will be developed for each public investment project selected to be prepared under the Ukraine Government PPF. Engagement at this stage focuses on mapping stakeholders including identifying project affected communities, their vulnerabilities and stakeholder needs and interests, determining effective communication channels, and establishing mechanisms for ongoing dialogue. Consultation events will be

customized to suit the main identified purpose and will vary depending on the scale of environmental and social risks and impacts, complexity, footprint, and location(s) of the project, and stage of project design. The stakeholder engagement plans will outline how stakeholders will be engaged throughout the project lifecycle and ensure inclusiveness and transparency. Stakeholder engagement plans will be prepared in full collaboration with the project initiators / owners and consulted with relevant regulatory agencies, and other relevant national, regional and local government agencies, project affected communities and civil society.

Environmental and Social Assessments. Screening undertaken under the ESMF will determine the type and scope of environmental and social assessment to be carried out (e.g., ESIA, ESMP, audit). All environmental and social assessments will be consulted with a range of stakeholders with due emphasis on project-affected people and communities, and vulnerable groups. National, regional and local government authorities, civil society, and other interested parties will also be consulted. The phasing, number, locations, and methods of such consultations will be specified in the stakeholder engagement plan. Consultations will contribute to identifying key challenges, assessing public support, assessing and refine project alternatives, and inform decision-making about availability of infrastructure and services, technical and financial feasibility, maximize benefits and avoiding, minimizing and mitigating negative impacts, and compensating residual impacts. At the scoping stage of the ESIA, consultations will gather primary information, focusing on stakeholders' concerns regarding potential social and environmental impacts, particularly in project affected communities. As the ESIA progresses and the design advances, further engagement will be conducted to discuss proposed mitigation measures and enhancement opportunities. Some projects under the Ukraine Government PPF will require preparation of ESIA to meet Ukrainian environmental regulatory requirements.

The Ukrainian Law on Environmental Impact Assessment (Article 7) sets out the minimum public consultation requirements for such assessments. Public consultations on the scope of assessment and the level of detail of the information to be included in the environmental impact assessment report are submitted in written form. After the submission of the environmental impact assessment report, the public is consulted in the form of public hearings and in the form of submission of written comments and suggestions (including in an electronic form).

Resettlement instruments. Projects that entail land acquisition and resettlement impacts as identified through screening under the ESMF will require resettlement planning instruments such as Resettlement Policy Framework, or if the design is prepared at detailed stage, a Resettlement Action Plan may need to be prepared. Resettlement instruments will be consulted with project-affected people (PAPs) and communities, relevant national, regional and local level, about potential land acquisition and displacement impacts, processes and procedures for compensation, and livelihood restoration measures, as per national law and ESS5. At the early stages, discussions will aim to inform stakeholders about their rights, resettlement options, and compensation frameworks and grievance mechanism. All affected communities will be engaged during resettlement planning, with particular emphasis on vulnerable groups and women, about options for compensation mechanisms, and livelihood restoration measures.

To ensure meaningful and effective engagement throughout the project preparation and implementation phases under the Ukraine Government PPF and the PREPARE Ukraine Project, a variety of methods will be used. The choice of methods will depend on the stakeholder group, project complexity, and stage of project implementation. The engagement methods could be following:

Public Consultations / virtual consultations. Consultations have been organized for this SEP and ESMF preparation and will continue to be organized during preparation of SEPs, preliminary feasibility and feasibility analysis and studies of allocated Government Selected Investments, ESIA, project designs and other E&S instruments and studies. Public consultations will be held on an ongoing basis as part of the citizen engagement process during the project implementation. Due to the security risks caused by the ongoing conflict in Ukraine, the format of consultations will be carried out online, but in person meeting will be determined on a case-by-

case basis, considering the current security situation and the organizers' ability to ensure participants' safety. In the case of in-person events, the availability of a functioning shelter is mandatory. The locations of public consultations will depend on the geographical scope, the number, location and needs of project affected people, and complexity and scale of each project, and should be chosen based on factors such as accessibility, stakeholder convenience, and relevance to the project area.

Public hearings. This method is mandatory by Ukrainian law under preparation of EIA (see section 2.1 of this document). The authorized authorities are tasked with organizing public hearings and providing access to the necessary information. The hearing provides a platform for project affected communities to voice their concerns and ask questions about the environmental impacts of the planned activity.

Focus Group Discussions (FGDs)/expert and in-depth interview. To obtain detailed qualitative insights on project impacts, concerns, and suggestions, targeted consultations can be held with key stakeholders. Qualitative in-depth interview methods can also be used to obtain information on social institutions and organizations, including local decision-making and leadership mechanisms, in a particular community affected by the project, which will be prepared under the Ukraine Government PPF and the PREPARE Ukraine Project. In addition, focus groups can be used to obtain descriptive information for the project that will be prepared under the Ukraine Government PPF and the PREPARE Ukraine on topics such as household livelihoods, social differentiation, ethnic minorities, solidarity and conflict lines, the role of women, key resource issues, local perceptions of the project, etc. During the ESIA process, specific risks may be identified that require additional studies or expert opinions to assess their potential impact and determine appropriate mitigation measures. These consultations can involve vulnerable groups, local businesses, NGOs, think tanks, industry experts, households' surveys and others.

Leaflets/ informative notes. Leaflets with information that might present more interest for affected parties, such as the benefits of proposed investments, will be developed and distributed in the meetings/ public consultations/ public institutions, where and when appropriate.

Online Surveys and Feedback Forms. Gathering opinions through digital questionnaires shared via email and social media.

Dedicated PREPARE Ukraine Project Webpage/Portal of the Ukraine Government PPF, as well as separate pages for projects to be prepared under the Ukraine Government PPF. Such a Webpage/Portal and separate pages for specific projects can be created on the basis of the existing PPP Agency's website and provide stakeholders with information about the Project, provide updates, collect feedback, and share project-related documents for easy access, publicly and promptly disseminate information on the results of public consultations and follow-up activities.

Digital Restoration Ecosystem for Accountable Management (DREAM). DREAM is a state digital ecosystem for accountable recovery management that creates a digital pathway for all reconstruction, recovery, and development projects, ensuring their transparent and efficient implementation at the national, regional, and local levels. DREAM is a "one-stop shop" for working with recovery projects. This platform will be used for disclosure of relevant public investment project documentation.

Social Media Channels Utilizing platforms like Facebook, LinkedIn and WhatsApp for real-time communication and updates.

Capacity-Building Workshops. Providing training sessions to community representatives, local authorities, and project staff to enhance their understanding of project objectives and stakeholder roles.

Letters. The letters will be an instrument used in order to facilitate the Project implementation process through good collaboration between the implementing entities and other stakeholders.

Reports. The reports will be used to monitor the Project implementation and to keep informed the main stakeholders of the Project.

E-mails. To facilitate communication between implementing entities.

Grievance Mechanism (GM) is established in line with the World Bank’s ESS-10 requirements. A dedicated PREPARE Ukraine Project GM is set up for the Project as well as a separate GM for Project Workers (in line with the World Bank ESS-2 requirements). Separate project-specific Grievance Mechanisms will be developed for each investment project selected for preparation under the Ukraine Government PPF and interlinked with the overall Project GM. The stakeholders will be also able to raise grievances anonymously by phone or online; all anonymous submissions will be duly registered, assessed, and addressed in the same manner as non-anonymous complaints. The description of the multi-level PREPARE Ukraine Project GM can be found by the link: <https://pppagency.gov.ua/grievance-mechanism-gm-for-prepare-ukraine-project-being-implemented-under-world-bank-group-support/>.

Grievance Log - where grievances, including those delivered through the online platform, are registered (including grievance delivered by letter mail or in writing) and maintained, followed up and resolved through a database.

These engagement methods will ensure that stakeholders receive timely, relevant, and accessible information while allowing for meaningful participation in decision-making processes. The approach will be flexible and adaptive to changing conditions, particularly given the security challenges in Ukraine.

The format of every consultation activity should meet general requirements on accessibility, i.e. should be held at venues that are easily reachable and do not require a long commute, entrance fee, or preliminary access authorization, cultural appropriateness (i.e. with due respect to the local customs and norms), and inclusiveness, i.e. engaging all segments of the local society, including disabled persons, the elderly, minorities, and other vulnerable individuals.

According to the World Bank guidance on stakeholder engagement, stakeholders should be provided with timely, relevant, understandable, and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination, and intimidation.

Information that is communicated in advance of public consultations primarily includes an announcement thereof in the public media – local, regional, and national, as well as the distribution of invitations and full details of the forthcoming meeting well in advance, including the agenda. Communication methods will be tailored to reach audiences with varying literacy levels, including oral communication and involving community representatives or NGOs. Materials will be placed in the public domain with a register for written feedback, and project representatives will be available to record verbal feedback if needed. A clear meeting agenda will be prepared, including Q&A sessions to gather stakeholders' comments, which will be incorporated into the project design. Invitations will be distributed to targeted participants, with confirmation tracking, and an attendance list will be kept. Meetings will be documented through minutes, audio recordings, and photos, ensuring transparency and capturing all stakeholder input.

5.3. Description of information disclosure methods

The implementation entities will disclose the PREPARE Ukraine Project information to allow stakeholders to understand the risks and impacts of the Project, and potential opportunities. Stakeholder engagement depends on timely, accurate, accessible, and comprehensible information. Making available Project-related information as early as possible is important.

As a standard practice for the Ukraine Government PPF, all environmental and social assessments and management plans (such as PREPARE Ukraine Project and Government Ukraine PPF-level ESMF, SEP, and

public investment project-level ESIA, ESMP, stakeholder engagement plans, resettlement instruments etc.) will be released for disclosure and will be accompanied by the registers of public comments and suggestions, which will be formally documented by the Project Implementation Unit (PIU) and taken into account by the project.

The Environmental and Social Management Framework (ESMF) for the Ukraine Government PPF, in Ukrainian, was made available for public review for a period of 30 days and has been redisclosed upon consultations. Stakeholder engagement plans for each Ukraine Government PPF supported public investment project will also be disclosed and will be accessible in a public domain for stakeholders for all project lifecycle.

The materials for public disclosure will be made available at venues of project affected communities and locations that are regularly visited by the public, ensuring unhindered access. Additionally, electronic copies of the PREPARE Ukraine Project and Ukraine Government PPF-level ESMF and SEP will be posted on the MOE / PIU website at <https://me.gov.ua/> and on the website of the PPP Agency at: <http://pppagency.gov.ua>, providing stakeholders with the ability to view information about the planned development and actively participate in the public consultation process. Environmental and social assessments related to the public investment projects under preparation will also be disclosed on the project initiators / project owners' websites.

The websites will feature an online platform for stakeholders to submit their comments on the disclosed materials. To further facilitate stakeholder engagement, the project will utilize press releases, media announcements, and notifications of the disclosed materials to local, regional, and national non-governmental organizations (NGOs), as well as other interested parties.

Stakeholder engagement plans for public investment infrastructure projects that will be prepared under the Ukraine Government PPF should follow the same approach as this SEP for disclosure. This will include the disclosure of documents in the public domain, public consultation meetings in project affected communities, and addressing stakeholder feedback. Stakeholder engagement plans will remain publicly available throughout the project development period (during preparation preliminary feasibility and feasibility analysis and studies, designs, ESIA's etc.), with regular updates to identify new stakeholders and ensure their involvement. Engagement methods will be periodically revised to stay relevant to the project's evolving context and safety situation in Ukraine.

In the case of disclosing Environmental and Social Impact Assessments (ESIAs), the legal framework in Ukraine is outlined in the Law "On Environmental Impact Assessment" (2017). According to the law, the public consultation process begins with the publication of an official notice regarding the commencement of the consultation on the EIA report. This notice must be made publicly accessible on the official websites of the relevant territorial or central authority and in public places within the area where the activity is planned. The notice includes key information such as a brief description of the planned activity, the business entity responsible, details of the consultation process, and instructions on how to access the EIA report. Public consultation lasts for a minimum of 25 working days and can include written submissions, as well as oral comments during public hearings, which must be recorded in the hearing minutes.

During the consultation period, the public has the right to submit comments and suggestions, which are taken into consideration by the authorities. Once the consultation period ends, the authority responsible for the consultation must prepare a report that includes details of the published information, the materials provided to the public, the minutes of the hearings, and a summary of the comments received, along with an explanation of how they were addressed. This report, along with the EIA, is made publicly available and is incorporated into the final decision-making process regarding the planned activity.

The outline presented in the table below summarizes the Project's main stakeholders, the types of information to be shared and consulted with stakeholder groups, and specific means of communication and notification.

Phase	Stakeholder groups	Project information shared	Means of Communication / Disclosure	Method	Responsibility
Ukraine Government PPF and PREPARE Ukraine Project preparation					
Ukraine Government PPF and PREPARE Ukraine Project preparation	Central Governmental bodies Donors NGOs, CSOs	Ukraine Government PPF SEP ESCP, Project Appraisal document (PAD)	Disclosure of this SEP purpose, project design, potential social and environmental and social risks, further engagement approach and GM	Publications on the official websites E-mails Virtual consultations and in-person consultations Presentations The publications of a project's profile on Digital Restoration Ecosystem for Accountable Management (DREAM) GM maintenance and informational requests response	MOE and PPP Agency
Ukraine Government PPF and PREPARE Ukraine Project Implementation stage					
Development of a comprehensive procedure for project implementation	Central Governmental bodies Donors NGOs LSGs	Communication campaign The project for its preparation under Ukraine Government PPF selection criteria, priorities, and strategy	Disclosure of the GoU's strategy regarding the priorities of projects selection, eligibility criteria, description of the selection procedure, and other relevant information	Publications on the official websites Communication campaign in social media Public meetings and consultations Presentations The publications of a project's profile on DREAM platform	MOE and PPP Agency
Development of Project Environmental and Social management Framework (ESMF)	All groups of stakeholders	ESMF SEP with incorporated feedback. GM	Disclosure of ESMF and project GM Discussion of potential social and environmental	Publications on the official websites Public meetings and consultations Social media	MOE and PPP Agency

Phase	Stakeholder groups	Project information shared	Means of Communication / Disclosure	Method	Responsibility
			risks and impacts as well as procedure of es management during preparation of infrastructure projects	Official e-mails The publications of a project's profile on DREAM platform	
Infrastructure project stakeholder engagement plans	Central Governmental Bodies Regional and local Governmental Bodies NGOs, CSOs Affected by the project stakeholders	SEP draft, stakeholder interests and expectations, effective communication channels	Early engagement with stakeholders to understand their concerns and expectations, map stakeholder groups	Publications on the official websites of MoE, PPP Agency and project initiators / owners E-mails Virtual consultations and in-person consultations Presentations The publications of a project's profile on DREAM platform Project specific GM	MOE and PPP Agency
Environmental and Social Impact Assessments (ESIA) and other ES instruments	All stakeholders groups	ESIA scoping, potential environmental and social impacts, mitigation measures ES instruments (RPF/RAP, Waste Management Plans, SEA/SH action plans etc.)	Scoping of ESIA's and other ES instruments, discussing risks, impacts, and mitigation measures	Publications on the central and local environmental authority website (for ESIA prepared under Ukrainian EIA Law) Publication on MOE, <u>PPP Agency</u> and project initiator / owner website E-mails Virtual consultations and	PPP Agency, project initiators / owners and the MOE as applicable.

Phase	Stakeholder groups	Project information shared	Means of Communication / Disclosure	Method	Responsibility
				in-person consultations (or public hearing for ESIA under Ukrainian EIA Law) Presentations The publications of a project's profile on DREAM platform Project specific GM	
Projects implementation stage	All groups of stakeholders identified in project's SEP	Projects related information	Regular consultations during projects implementation SEP update (in case new groups of stakeholders will be identified) Design changes Request for communication from the side of local community members	Publications on the official websites Public meetings and consultations Communication campaign in social media GM maintenance and informational requests response The publications of a project's profile on DREAM platform	PPP Agency, LSG, Contractors

For vulnerable groups, the Ukraine Government PPF and the PREPARE Ukraine Project and public investment projects that will be prepared under Ukraine Government PPF will facilitate tailored disclosure methods to ensure vulnerable and disadvantaged groups are adequately informed and engaged throughout the project. These groups, already identified in Section 3 above, may face barriers to participation due to physical, social, or economic challenges. To address these barriers, it will be used accessible communication formats such as audio, visual aids, and plain language materials. Additionally, accessible online consultations will be organized for those who can participate digitally, and information will be disseminated through local NGOs and community leaders to ensure wider reach, where appropriate. Vulnerable and disadvantaged groups will have access to clear, understandable, and relevant information regarding project impacts and opportunities.

6. Resources and Responsibilities for implementing stakeholder engagement

6.1. Implementation Arrangements and Resources

The PPP Agency through Ukraine Government PPF will retain the overall responsibility for managing and implementing this framework PREPARE Ukraine Project SEP and the preparation of SEPs for each public investment project selected for preparation under the Ukraine Government PPF.

During the implementation of the PREPARE Ukraine Project, all provisions set out in the framework PREPARE Ukraine Project SEP and project specific SEPs will be implemented by the PPP Agency and contractors.

PIU will have a dedicated Social Specialist responsible for coordinating, documenting, tracking, and manage all SEP activities in coordination with the Beneficiary Agency. The SEPs for Government Selected Investment may be prepared by the contractors. The public investment project's Stakeholder Engagement Plans will be periodically revised and updated as necessary in the course of project implementation in order to ensure that the information presented herein is consistent and is the most recent and that the identified methods of engagement remain appropriate and effective about the project context and specific phases of the development. Any major changes to the project-related activities and its schedule will be duly reflected in the project's SEPs.

The budget estimate for preparing and implementing SEP for year 2026 is 469,000 USD.

The following table provides preliminary and indicative information from the Project Budget on stakeholder engagement-related activities for 2026:

Item	Estimated budget (USD)
1. Strengthen Institutional and Technical Capacity for Ukraine Government PPF stakeholders	TBD
1.1. Organization and implementation of activities (trainings, seminars, conferences, study tours) to enhance the institutional and technical capacity for Ukraine Government PPF stakeholders on E&S aspects	200,000
1.2. Engaging expert advisors to provide necessary support to Project Initiators / Project Owners / Beneficiaries (2026)	30,000
2. Preparation of Priority Government Selected Investments	TBD
2.1. E&S studies (including Environmental and Social Impact Assessments, ESIA): Assessment of E&S risks and impacts of each project, consistent with the World Bank ESF, including ESIA and other E&S assessments for the eventual investment, commensurate with the E&S risks of the project, and its design stage (conceptual versus detailed).	E&S studies may be integrated into preliminary feasibility studies / feasibility studies or may be stand-alone and preliminary in nature.
2.2. Prepare SEPs (develop TORs and procure SEPs for projects in 2026-2030) & SEPs Implementation (consultations, publishing, and disclosure)	The cost will be included in the project development cost
3. Management of the DREAM GRM Module	

3.1. Preparation of the Technical Requirements and Technical Development of the GRM Module for DREAM Platform	100,000
3.2. Preparation of Technical Requirements and Technical Development of web pages for Ukraine Government PPF for the Agency's website	93,000
3.3. Administration and technical maintenance of the Agency's website (per year)	22,000
3.4. Development of an identity system (including logo, fonts) and brand book (manual on the use of the identity system) for Ukraine Government PPF	22,000
3.5. Design of informational and presentation materials	2,000
TOTAL	469,000*

* The amount will be specified based on the results of scaling up project preparation support to newly allocated projects.

7. Grievance Mechanism

A Grievance Mechanism is a system that allows not only grievances, but also queries, suggestions, positive feedback, and concerns of project-affected parties related to the environmental and social performance of a project to be submitted and responded to in a timely manner.

7.1. Description of Grievance Mechanism (GM)

This is a description of the Grievance mechanism (GM) at the level of the PIU. For investments projects that will be selected to be prepared under the PPF, details will be established with beneficiary agencies and interlinked with this overall GM and this will be documented and disclosed in the project stakeholder engagement plans.

The PPP Agency, as the Project Implementing Agency for PREPARE Ukraine Project, has developed and implements a multi-level [Grievance Mechanism \(GM\)](#), which will operate throughout the implementation of the Project including: (i) **PREPARE Ukraine Project Grievance Mechanism** and (ii) **project-specific Grievance Mechanisms for investment projects**.

(i) The **PREPARE Ukraine Project Grievance Mechanism** includes:

- *Grievance Mechanism for the Project affected parties/people*, in line with the World Bank' ESS10 requirements;
- *Grievance Mechanism for Project workers (Workers' GM)*, in line with the World Bank' ESS2 requirements.

(ii) **Project-specific Grievance Mechanisms for investment projects**. A separate, project-specific Grievance Mechanism will be developed for each investment project selected for preparation under the Ukraine Government PPF.

The PREPARE Ukraine Project Grievance Mechanism is designed to address concerns in a timely and accessible manner and does not replace or limit access to judicial or administrative remedies available under national law. Upon submission, all grievances will be formally acknowledged within 2–3 days. Consideration of a grievance, including anonymous one, will be carried out within no more than one month after its receiving. Complaints requiring no additional study shall be considered immediately, but no later than within 15 days from the date of receipt of the complaint from the date of its registration. If it is impossible to resolve the issues raised in the complaint within one month, the Director of PPP Agency shall set the necessary deadline for considering it, whereof a person who has filed the complaint shall be notified. The total duration of the procedure for consideration and resolution of the grievance shall not exceed 45 calendar days from the date of confirmation of its receipt ⁴.

The implementation of a multi-level Grievance Mechanism (GM) is a key element in ensuring transparency, accountability, and inclusivity for the PREPARE Ukraine Project and aligns with international best practices for environmental and social risk management.

Step	Description of process (e.g.)	Timeframe	Responsibility
GM implementation structure	<p>MOE through PPP Agency has developed and manages a dedicated GM during Ukraine Government PFF implementation in accordance with the provisions of the WB’s ESS10, ESS 2 and of this SEP. The GM addresses all Project related grievances, including those received from direct affected parties, indirect affected communities’ members and grievances related to the resettlement. During the Project implementation, equal and nondiscriminatory access to the GM will be ensured, and special attention will be given to the disadvantaged/ vulnerable groups, people who are less informed.</p> <p>The structure of the Grievance Mechanism (GM) will include several levels:</p> <p>(i) <i>PREPARE Ukraine Project-level Grievance Mechanism</i> including:</p> <ul style="list-style-type: none"> - <i>Grievance Mechanism for the project affected parties/people</i>, in line with the World Bank’ ESS10 requirements; - <i>Grievance Mechanism for Project workers (Workers’ GM)</i>, in line with the World Bank’ ESS2 requirements <p>(ii) <i>Project -specific Grievance Mechanisms for investment projects</i> - will include a GM for each investment project selected for preparation under the Ukraine Government</p>	Publicize, maintain and operate the GM throughout project implementation (as per ESCP, action 10.2)	PPP Agency

⁴ as defined in the Article 20: Deadline for consideration of citizens' appeals of the Law of Ukraine “On Citizens’ Appeals”

Step	Description of process (e.g.)	Timeframe	Responsibility
	<p>PPF, that will be developed by the implementing and contracting authorities.</p> <p>The PREPARE Ukraine Project-level Grievance Mechanism includes several dedicated channels for grievance submission and resolution created at the Project’s implementation organization (PPP Agency). It is designed to address concerns in a timely and accessible manner and does not replace or limit access to judicial or administrative remedies available under national law.</p> <p>The Social Specialist hired by the PPP Agency under the PREPARE Ukraine Project will be responsible for managing the Project Grievance Mechanism, under the overall supervision of the PPP Agency Director.</p>		
Grievance uptake	<p>Grievances can be submitted via the following channels:</p> <ul style="list-style-type: none"> · Telephone: +380965828313 · Grievance e-mail box: grievanceprepare@gmail.com · E-mail address of the PPP Agency: info@pppagency.me.gov.ua · Google Form for submissions: https://forms.gle/6Z5xL6Sftnk2WwKb8 · Letter to the postal address of the PPP Agency: <i>0315, Kyiv, Antonovycha St., 174</i> · Social media https://www.facebook.com/PPPAgencyUkraine · Online form on the website: http://pppagency.gov.ua/uk/contact/ <p>In person: at the above addresses or at the addresses of those to whom authority has been delegated. Grievances may be submitted anonymously. All anonymous grievances and complaints shall be addressed and recorded as well as other grievances and complainants. Confidentiality shall be ensured in all cases, including the case when the person submitting the appeal chooses anonymity.</p>	Throughout the Project lifecycle	PPP Agency GM responsible staff
Sorting, processing	Any complaint received is forwarded to the central point of contact at the implementation organization (PPP Agency) - info@pppagency.me.gov.ua with a note “Grievance /Comment on PREPARE Ukraine Project”; logged in <i>Grievance Log as a unique</i>	Upon receipt of complaint	Central grievance focal points

Step	Description of process (e.g.)	Timeframe	Responsibility
	<p><i>register/database</i>; categorized according to the following complaint types:</p> <ul style="list-style-type: none"> ○ Eligible complaints (the complaint pertains to the PPP Agency; the issues raised in the complaint fall within the scope of issues the grievance mechanism is authorized to address; the complainant has standing to file) ○ Ineligible complaints (the complaint is clearly not related with PPP Agency; the nature of the issue is outside the mandate of the grievance mechanism; the complainant has no standing to file; other procedures are more appropriate to address the issue). <p>Eligible complaints categorized according to the following complaint types:</p> <ul style="list-style-type: none"> ● Relatively minor and one-time problems related to PPP Agency operations ● Relatively minor but repetitive problems related to PPP Agency operations ● Relatively minor but repetitive and widespread problems ● Significant and larger repetitive problems ● Major claims over policy or procedural issues. <p>A Grievance Log as a simple database has been developed under the Project to manage and monitor the grievances. The documentation on grievances will include:</p> <ul style="list-style-type: none"> · The name and contact details of the complainant; · The date and nature of the grievance; · The specialist charged with addressing the grievance; · Any follow up actions taken; · The proposed resolution of the grievance; · How and when relevant Project decisions were communicated to the complainants; and - Feedback from complainants regarding their satisfaction with grievance resolution. <p>For the verbal grievances, it will be suggested to the complainant to file a written grievance/complaint or to use the phone number and e-mail address appointed for Project grievances in order to be directed to relevant responsible staff for appropriate grievance resolution.</p>		

Step	Description of process (e.g.)	Timeframe	Responsibility
Acknowledgement and follow-up	Receipt of the grievance is acknowledged to the complainant by an official letter from the Agency via e-mail together with information on the time frame in which a response can be expected.	Within 2-3 days of receipt	Central grievance focal points
Verification, investigation, action	Investigation of the complaint is led by the responsible staff, which facilitates the implementation of the GM, administers its resources, monitors internal and external good practice, ensures coordination among access points, and makes certain that the system is responsive to the information it manages. At the same time, the PPP Agency will additionally need the services of a professional complaints' consultant or facilitator with experience in developing complaints mechanisms to help the Ukraine Government PPF get started. A proposed resolution is formulated by designated complaint-resolution social specialist and communicated to the complainant by an official letter from the Agency via e-mail. Information reported back might include types of cases and how they were resolved, and the way the grievance has influenced PPP Agency policies, procedures, operations, and the GM itself.	Within 15 days after receipt (for grievances that do not require additional study) / within a period of no more than one month (calendar) from the date of receipt, as defined in the national legislation on Citizens' Appeals ⁵)	Grievance management responsible staff (PPP Agency Social specialist)
Monitoring and evaluation	Data on grievances are collected in Grievance Log and reported to WB semiannually. The summary information on GM operation will be placed on PPP Agency website and submitted to the interested parties at request.	Throughout the Project lifecycle	Grievance management responsible staff (PPP Agency Social specialist) under overall supervision of the PPP Agency Director
Provision of feedback	Feedback from complainants regarding their satisfaction with complaint resolution will be collected and recorded in Grievance Log to see what types of responses are more effective, but also to identify persistent, recurrent, unresolved complaints that might signal deeper problems.	Throughout the Project lifecycle	Grievance management responsible staff (PPP Agency Social specialist)
Training	For staff/consultants in the PIU, Project's hosting ministry of the Ukraine Government PPF (MOE) and implementation organization (PPP Agency), Technical Support Contractor will need to organize		

⁵ According to the Law of Ukraine "On Appeals of Citizens" (Article 20), appeals are considered within a period of no more than one month (calendar) from the date of receipt. Appeals that do not require additional study are considered immediately, but no later than 15 days. If necessary, this period can be extended up to 45 days, which is notified to the applicant

Step	Description of process (e.g.)	Timeframe	Responsibility
	<p>training course on Designing and Implementing Grievance Mechanism.</p> <p>In addition, it will be necessary to organize trainings for staff/consultants in implementing authorities and contracting authorities, who will have to designing and implementing GM for each public investment project in the future.</p>		
Appeals process	<p>A grievance will be “closed” when a resolution satisfactory to all parties has been reached. In certain situations, however, it is possible to “close” a grievance even if the complainant is not satisfied with the outcome. This could be the case, for example, if the complainant is unable to substantiate a grievance, or if there is an obvious speculative or fraudulent attempt.</p> <p>In such situations, the efforts to investigate the complaint and to arrive at a conclusion will be well documented and the complainant will be advised of the situation.</p> <p>If the complainant is not satisfied by the response or the proposed solution, he/she may appeal to court.</p>		Grievance management responsible staff (PPP Agency Social specialist) under overall supervision of the PPP Agency Director

GM for Project Workers. The objective of this procedure is to settle the grievance between an employer and employee or between employees bilaterally before the intervention of a formal court, except in cases where the grievance constitutes a criminal offense that requires notifying law enforcement.

The Grievance Mechanism for Project Workers (Workers’ GM) has been formed to ensure the prompt and effective search for appropriate solutions to labor complaints within the framework of the Project implementation and to avoid the transition to higher levels of consideration, in particular litigation. The Workers’ Grievance Mechanism will not prevent or restrict access for project employees (workers) to judicial or administrative remedies available under national law.

Under the provisions of ESS2, the PREPARE Ukraine Project will provide a Grievance Mechanism for all direct and contracted workers to raise workplace concerns. Workers will be informed of this Grievance Mechanism at the time of recruitment and the measures put in place to protect them from any reprisal for its use. The Project will put in place measures to make the Worker Grievance Mechanism easily accessible to all Project workers.

Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH) Grievance mechanism. The PREPARE Ukraine Project will develop procedures to handle sensitive and confidential complaints, including those related to Sexual Exploitation and Abuse/Harassment (SEA/SH) in line with the World Bank ESF Good Practice Note on SEA/SH. The procedure will ensure (i) confidential referral of survivors to support services (health, legal, psychosocial, security and other assistance), based on the consent, needs and wishes of survivors; (ii) linkage to the domestic legal system (based on the consent of survivors unless the reporting to the law enforcement agencies is mandatory in Ukraine). Unlike other types of issues, SEA/SH Grievance Mechanisms do not conduct investigation, make any announcements, or judge the veracity of allegations; and (iii) determination of the likelihood that SEA/SH allegations relate to the Project. If a SEA/SH incident is confirmed, an employer is expected to take corrective action against the perpetrator.

8. Monitoring and Reporting

8.1. Summary of how SEP will be monitored and reported upon (including indicators)

The SEP will be monitored based on both qualitative reporting (based on progress reports) and quantitative reporting linked to results indicators on stakeholder engagement and grievance performance.

SEP reporting will include the following:

- 1) Progress reporting on the ESS10-Stakeholder Engagement commitments under the Environmental and Social Commitment Plan (ESCP)
- 2) Cumulative qualitative reporting on the feedback received during SEP activities, in particular (a) issues that have been raised that can be addressed through changes in project scope and design, and reflected in the basic documentation such as the Project Appraisal Document, Environmental and Social Assessment, Resettlement Plan, or SEA/SH Action Plan, if needed; (b) issues that have been raised and can be addressed during project implementation; (c) minutes of meetings summarizing the views of the attendees can also be annexed to the monitoring reports.
- 3) Status of Grievance Mechanism maintenance in Grievance Log format. Grievance Log should include following:
 - Status of establishment of the GM (procedures, staffing, awareness building, etc.);
 - Quantitative data on the number of complaints received, the number that were relevant, and the number resolved;
 - Qualitative data on the type of complaints and answers provided, issues that are unresolved;
 - Time taken to resolve complaints;
 - Number of grievances resolved at the lowest level, raised to higher levels;
 - Any particular issues faced with the procedures/staffing or use;
 - Factors that may be affecting the use of the GM/beneficiary feedback system;
 - Any corrective measures adopted.
- 4) A number of Key Performance Indicators (KPIs) will also be monitored by the project on a regular basis, including the following parameters:
 - Number of public hearings, consultation meetings, and public discussions/forums conducted within a reporting period (e.g. monthly, quarterly, or annually);
 - Frequency of public engagement activities;
 - Number of public grievances received within a reporting period (e.g. monthly, quarterly, or annually) and number of those resolved within the prescribed timeline;
 - Number of press materials published/broadcasted in the local, regional, and national media;
 - Number of NGOs involved in an engagement process during reporting period (e.g. monthly, quarterly, or annually).

8.2. Reporting back to stakeholder groups

The SEP will be periodically revised and updated throughout the Ukraine Government PPF and the PREPARE Ukraine Project implementation to ensure that the information it contains remains current and relevant. This will involve reviewing the methods of engagement to confirm their continued appropriateness and effectiveness, taking into account the evolving project context and its specific phases of development. Any significant changes to the project activities or its timeline will be reflected in the SEP, ensuring it remains aligned with the latest developments.

Additionally, the Ukraine Government PPF and the PREPARE Ukraine Project will communicate information on public engagement activities to stakeholders through the MOE / PPP Agency websites. Each year, a summary of the stakeholder engagement activities will be provided, including details such as the location, number of participants, and key issues raised during meetings. Furthermore, the summary will highlight the measures recommended by MOE / PPP Agency to address any concerns or issues raised during the engagement process, ensuring transparency and responsiveness to stakeholder needs.

Annex 1. Stakeholder Engagement Plan (SEP) Template for High and Substantial Risk Projects

1. Introduction/Project Description

[Insert short background/ paragraph about the country and sector context, project objectives, components, and location. Map(s) can be added in the document or in annexes].

[Country/Sector Context]

[The *[name of project]* aims to *[add project development objective]*]

The *[name of project]* comprises the following components: *[list components and short description]* *[list locations]*

The *[name of project]* is being prepared under the World Bank's Environment and Social Framework (ESF).

2. Objective/Description of SEP

The overall objective of this SEP is to define a program for stakeholder engagement, including public information disclosure and consultation throughout the entire project cycle. The SEP outlines the ways in which the *[name of the implementing agency]* will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about the project and any activities related to the project. The SEP specifically emphasizes methods to engage groups considered most vulnerable and that are at risk of being left out of project benefits.

3. Stakeholder identification and analysis per project component

3.1 Methodology

For the *[name of project]*, the following stakeholders have been identified and analyzed per project component. These stakeholders include affected parties (as defined in section 3.2), other interested parties (as defined in section 3.3) and disadvantaged/vulnerable individuals or groups (as defined in section 3.4).

3.2. Affected parties

Affected parties include local communities, community members and other parties that may be subject to direct impacts from the Project. Specifically, the following individuals and groups fall within this category: *[add list of possible affected parties categorized by project component]*.

3.3. Other interested parties

The projects' stakeholders also include parties other than the directly affected communities, including: *[add list of other possible stakeholders]*.

3.4. Disadvantaged / vulnerable individuals or groups⁶

Within the Project, the vulnerable or disadvantaged groups may include but are not limited to the following: *[add list of possible vulnerable groups per each project component and possible barriers they may encounter in accessing information or other project benefits]*.

Vulnerable groups within the communities affected by the project will be further confirmed and consulted through dedicated means, as appropriate. Description of the methods of engagement that will be undertaken by the project is provided in the following sections.

4. Stakeholder Engagement Program

4.1. Summary of stakeholder engagement done during project preparation

During project preparation, the following public consultation meetings will be/were conducted *[insert table listing meetings, venue, number of participants and key issues discussed]*.

4.2. Summary of project stakeholder needs and methods, tools and techniques for stakeholder engagement.

The Stakeholder Engagement Plan below outlines the engagement process, methods, including sequencing, topics of consultations and target stakeholders. The World Bank and the Borrower do not tolerate reprisals and retaliation against project stakeholders who share their views about Bank-financed projects.

⁶ It is particularly important to understand whether project impacts may disproportionately fall on disadvantaged or vulnerable individuals or groups, who often do not have a voice to express their concerns or understand the impacts of a project and to ensure that awareness raising and stakeholder engagement with disadvantaged or vulnerable individuals or groups are adapted to take into account such groups or individuals particular sensitivities, concerns and cultural sensitivities and to ensure a full understanding of project activities and benefits. The vulnerability may stem from person's origin, gender, age, health condition, economic deficiency and financial insecurity, disadvantaged status in the community (e.g., minorities or fringe groups), dependence on other individuals or natural resources, etc. Engagement with the vulnerable groups and individuals often requires the application of specific measures and assistance aimed at the facilitation of their participation in the project-related decision making so that their awareness of and input to the overall process are commensurate to those of the other stakeholders.

Table 1: SEP Summary Table

Project stage	Target stakeholders	Topic of consultation / message	Method used	Responsibilities	Frequency/Timeline
<i>Indicate whether it is:</i> - Preparation stage -Implementation stage	<i>Examples may include:</i> General Public, Indigenous Peoples/ Historically Underserved Traditional Communities , persons with disabilities.	<i>Examples may include:</i> - Present the project and receive feedback on project activities. - Inform on progress, - Consult on key risks - Note public events to disseminate the results - Give information on GM	<i>Examples may include:</i> - Focus Group Meetings/ Discussions - Community consultations - Formal meetings - Virtual discussions or surveys - One-on-one interviews - Site visits	<i>Name the agency/ministry in charge of stakeholder engagement activities</i>	<i>Add either specific dates or a given frequency (either MM/YY, or "monthly" / "quarterly" / "twice a year")</i>

4.3. Proposed strategy to incorporate the views of vulnerable groups

The project will seek the views of [*vulnerable or disadvantaged groups identified*] through the following methods [*indicate methods of engagement*]. The following measures will be taken in order to remove obstacles to full and enabling participation / access to information: [*Indicate measures here*]⁷

5. Resources and Responsibilities for implementing stakeholder engagement

5.1. Implementation Arrangements and Resources

⁷ Examples may include (i) women: ensure that community engagement teams are gender-balanced and promote women’s leadership within these, design online and in-person surveys and other engagement activities so that women in unpaid care work can participate; consider provisions for childcare, transport, and safety for any in-person community engagement activities; promote gender-segregated consultations and other approaches allowing for the free and enabling participation of women and girls, including groups of women and girls who are particularly vulnerable to exclusion and risks potentially associated with the project; consult with women’s organizations, including organizations advocating for survivors’ rights (ii) Pregnant women: develop education materials for pregnant women on basic hygiene practices, infection precautions, and how and where to seek care based on their questions and concerns; (iii) Elderly and people with existing medical conditions: develop information on specific needs and explain why they are at more risk & what measures to take to care for them; tailor messages and make them actionable for particular living conditions (including assisted living facilities), and health status; target family member; (iii) Persons with disabilities: provide information in accessible formats, like braille, large print; offer multiple forms of communication, such as text captioning or signed videos, text captioning for hearing impaired, online materials for people who use assistive technology; consider and take into account gender and other dimensions of identity and vulnerability and (iv) Children: design information and communication materials in a child-friendly manner and provide parents with skills to gather and promote children’s voices, best interest, perspectives and participation; mobilize capacity as needed to be able to safely engage teenagers, and/or engage with organizations advocating for children’s rights.

The [insert] will be in charge of stakeholder engagement activities. The entities responsible for carrying out stakeholder engagement activities are [insert]. The overall responsibility for SEP implementation lies with the Project Implementation Unit (PIU) director.

The project’s stakeholder engagement implementation arrangements are as follows: [insert]⁸

The stakeholder engagement activities will be documented through [insert]

The budget estimate for the preparing and implementing SEP is [insert the total estimated amount]. The budget breakdown can be found in Annex 2. See the sample budget line items listed in Annex 2.

6. Grievance Mechanism

A Grievance Mechanism is a system that allows not only grievances, but also queries, suggestions, positive feedback, and concerns of project-affected parties related to the environmental and social performance of a project to be submitted and responded to in a timely manner.

6.1. Description of Grievance Mechanism (GM)

Table 2: Illustrative Table on the GM Steps - to be adjusted to each project

[Step]	Description of process (e.g.)	Timeframe	Responsibility
GM implementation structure	[Describe, for example, GM structure at national, regional, and local levels]		
Grievance uptake	Grievances can be submitted via the following channels [select and specify as appropriate] Toll-free telephone hotline: [include number] operated by [insert] Short Message Service (SMS) to [include number] E-mail to [insert] Letter to [insert] In-person at a physical facility [specify where] Grievance or suggestion boxes located [insert locations] Social media [insert relevant social media accounts] Tablet/smartphone application [specify] Online form on the following website: [insert]		

⁸ Integrate provisions for the mobilization of technical expertise for safe consultations with vulnerable groups, and/or on sensitive topics, as and when needed.

[Step]	Description of process (e.g.)	Timeframe	Responsibility
Sorting, processing	Any complaint received is forwarded to [insert]; logged in [insert]; categorized according to the following complaint types: [insert]	Upon receipt of complaint	Local grievance focal points
Acknowledgement and follow-up	Receipt of the grievance is acknowledged to the complainant by [insert]	Within 2 days of receipt	Local grievance focal points
Verification, investigation, action	Investigation of the complaint is led by [insert] A proposed resolution is formulated by [insert] and communicated to the complainant by [insert]	Within 15 days after receipt (for grievances that do not require additional study) / within a period of no more than one month (calendar) from the date of receipt, as defined in the national legislation on Citizens' Appeals (Article 20)	Complaint Committee composed of [insert]
Monitoring and evaluation	Data on complaints are collected in [insert] and reported to [insert] every [insert]		
Provision of feedback	Feedback from complainants regarding their satisfaction with complaint resolution is collected [insert]		
Training	Training needs for staff/consultants in the PIU, Contractors and Supervision Consultants are [insert]		
If relevant, payment of reparations following complaint resolution	<i>[If relevant, describe how payment of reparations will be handled including amounts, recipients, etc.]</i>		
Appeals process	<i>[Describe how appeals will be handled when/if the complainants are not satisfied with the proposed resolution of the complaint]</i>		

[Insert a few sentences about the Labor GM, which should be described in detail in the Labor Management Procedures and other project documents].

[Integrate a section to describe how Sexual Exploitation and Abuse/Sexual Harassment (SEA/SH) complaints will be safely and ethically received and managed, through the different stages of the GM, as and where possible].⁹

7. Monitoring and Reporting

7.1. Summary of how SEP will be monitored and reported upon (including indicators)

The SEP will be monitored based on both qualitative reporting (based on progress reports) and quantitative reporting linked to results indicators on stakeholder engagement and grievance performance.

SEP reporting will include the following:

Progress reporting on the ESS10-Stakeholder Engagement commitments under the Environmental and Social Commitment Plan (ESCP)

Cumulative qualitative reporting on the feedback received during SEP activities, in particular (a) issues that have been raised that can be addressed through changes in project scope and design, and reflected in the basic documentation such as the Project Appraisal Document, Environmental and Social Assessment, Resettlement Plan, Indigenous Peoples Plan, or SEA/SH Action Plan, if needed; (b) issues that have been raised and can be addressed during project implementation; (c) issues that have been raised that are beyond the scope of the project and are better addressed through alternative projects, programs or initiatives; and (d) issues that cannot be addressed by the project due to technical, jurisdictional or excessive cost-associated reasons. Minutes of meetings summarizing the views of the attendees can also be annexed to the monitoring reports.

Quantitative reporting based on the indicators included in the SEP. An illustrative set of indicators for monitoring and reporting is included in Annex 3.

7.2. Reporting back to stakeholder groups

The SEP will be revised and updated as necessary during project implementation.

[Quarterly or other] summaries and internal reports on public grievances, enquiries, and related incidents, together with the status of implementation of associated corrective/preventative actions will be collated by responsible staff and referred to the project managers.

Specific mechanisms to report back to the stakeholders include the following *[insert the specific mechanism/avenues to be used by the project to report back to the stakeholder groups that have been/will be consulted]* This reporting back to the stakeholders will be *[insert the timeline/frequency of such reporting]*.

⁹ In some projects, the GM could be adapted to receive SEA/SH allegations/complaints. If so, the responses should follow a survivor-centered approach that prioritizes survivors' dignity, confidentiality and safety, and the project accountability and response framework. Kindly refer to the Good Practice Notes on Addressing SEA/SH in Investment Project Financing involving [Major Civil Works](#) (page 53) and in [Human Development Operations](#) (page 38).

Annexes

Annex 1.1. Template to capture minutes/records of consultation meetings

Annex 1.2. Example of a SEP Budget Table

Annex 1.3. Sample Table: Monitoring and Reporting on the SEP

Other Annexes can include:

Visual summaries such as stakeholder mapping or stakeholder diagrams

Grievance submission form

Project maps (if applicable)

Annex 1.1: Template to Capture Consultation Minutes

Stakeholder (Group or Individual)	Summary of Feedback	Response of Project Implementation Team	Follow-up Action/Next Steps

Annex 1.2: Example of a SEP Budget Table

Budget categories	Quantity	Unit costs	Times/ Years	Total costs	Remarks
1. Estimated Staff salaries* and related expenses					
1a. <i>E.g., Communications consultant</i>					
1b. <i>E.g., Travel costs for staff</i>					
1c. <i>E.g., Estimated salaries for Community Liaison Officers</i>					
2. Consultations/ Participatory Planning, Decision-Making Meetings					
2a. <i>E.g., Project launch meetings</i>					
2b. <i>E.g., Organization of focus groups</i>					
3. Communication campaigns					

3a. <i>E.g., Posters, flyers</i>					
3b. <i>E.g., Social media campaign</i>					
4. Trainings					
4a. <i>E.g., Training on social/environmental issues for PIU and contractor staff</i>					
4b. <i>E.g., Training on Gender-Based Violence (GBV) for PIU and contractor staff</i>					
5. Beneficiary surveys					
5a. <i>E.g., Mid-project perception survey</i>					
5b. <i>E.g., End-of-project perception survey</i>					
6. Grievance Mechanism					
6a. <i>E.g., Training of GM committees</i>					
6b. <i>E.g., Suggestion boxes in villages</i>					
6c. <i>E.g., GM communication materials</i>					
6d. <i>E.g., Grievance investigations/site visits</i>					
6e. <i>E.g., GM Information System (setting up or maintenance)</i>					
6f. <i>Other GM Logistical Costs</i>					
7. Other expenses					
7a. ...					
TOTAL STAKEHOLDER ENGAGEMENT BUDGET:					

*Note: Salary costs can be indicative

Annex 1.3. Sample Table: Monitoring and Reporting on the SEP

Key evaluation questions	Specific Evaluation questions	Potential Indicators	Data Collection Methods
GM. To what extent have project-affected parties been provided with accessible and inclusive means to raise issues	Are project affected parties raising issues and grievances? How quickly/effectively are the grievances resolved?	Usage of GM and/or feedback mechanisms Requests for information from relevant agencies. Use of suggestion boxes placed in the villages/project communities. Number of grievances raised by workers, disaggregated by gender	Records from the implementing agency and other relevant agencies

<p>and grievances? Has the implementing agency responded to and managed such grievances?</p>		<p>of workers and worksite, resolved within a specified time frame. Number of Sexual Exploitation, and Abuse/Sexual Harassment (SEA/SH) cases reported in the project areas, which were referred for health, social, legal and security support according to the referral process in place. (if applicable) Number of grievances that have been (i) opened, (ii) opened for more than 30 days, (iii) resolved, (iv) closed, and (v) number of responses that satisfied the complainants, during the reporting period disaggregated by category of grievance, gender, age, and location of complainant.</p>	
<p>Stakeholder engagement impact on project design and implementation How have engagement activities made a difference in project design and implementation?</p>	<p>Was there interest and support for the project? Were there any adjustments made during project design and implementation based on the feedback received? Was priority information disclosed to relevant parties throughout the project cycle?</p>	<p>Active participation of stakeholders in activities Number of actions taken in a timely manner in response to feedback received during consultation sessions with project affected parties. Number of consultation meetings and public discussions where the feedback and recommendation received is reflected in project design and implementation. Number of disaggregated engagement sessions held, focused on at-risk groups in the project.</p>	<p>Stakeholder Consultation Attendance Sheets/Minutes Evaluation forms Structured surveys Social media/traditional media entries on the project results</p>
<p>Implementation effectiveness. Were stakeholder engagement activities effective in implementation?</p>	<p>Were the activities implemented as planned? Why or why not? Was the stakeholder engagement approach inclusive of disaggregated groups? Why or why not?</p>	<p>Percentage of SEP activities implemented. Key barriers to participation identified with stakeholder representatives. Number of adjustments made in the stakeholder engagement approach to improve projects' outreach, inclusion and effectiveness.</p>	<p>Communication Strategy (Consultation Schedule) Periodic Focus Group Discussions Face-to-face meetings and/or Focus Group discussions with Vulnerable Groups or their representatives</p>

Annex 2. Stakeholder Engagement Plan (SEP) Template for Moderate Risk Projects

Template Instructions: The overall objective of this SEP is to define a program for stakeholder engagement, including public information disclosure and consultation throughout the entire project cycle. The scope and level of detail of the SEP should be commensurate with and proportionate to the nature and scale, potential risks, and impacts of the project and the concerns of the stakeholders who may be affected by or are interested in the project.

Depending on the nature of the scale of the risks and impacts of the project, the elements of a SEP may be included as part of the Environmental and Social Commitment Plan (ESCP), for example, with Low Risk projects, and preparation of a stand-alone SEP may not be necessary.

For Moderate Risk Projects, whereby E&S risks may be less complex than High or Substantial Risk projects, this simplified SEP template may be used. Use of this simplified template is optional and should be used together with the accompanying Tip Sheet (separate document).

The SEP should be clear and concise; the suggested length is **no more than 20 pages including annexes**. Each section has a suggested page limit.

Throughout the document, instructions are in red and should be deleted upon completion. Information specific to the project should be inserted where there are [] (for example, “[name of project]”) Delete the [] when inserting information.

1. Introduction/Project Description (suggested length: 1 page)

Describe project objectives, components, and location. Add link to Project Information Document (PID) if available.

The [name of project] aims to [add project development objective].

The [name of project] comprises the following components: [list components and short description] [list locations].

The [name of project] is being prepared under the World Bank’s Environment and Social Framework (ESF). Per Environmental and Social Standard ESS10 on Stakeholder Engagement and Information Disclosure, the implementing agencies should provide stakeholders with timely, relevant, understandable, and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination, or intimidation.

2. Objective/Description of SEP

The overall objective of this SEP is to define a program for stakeholder engagement, including public information disclosure and consultation throughout the entire project cycle. The SEP outlines the ways in which the project team will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about project activities or any activities related to the project.

3. Stakeholder identification and analysis (suggested length: 1–2 pages)

3.1 Methodology

In order to meet best practice approaches, the project will apply the following principles for stakeholder engagement:

Openness and life-cycle approach: Public consultations for the project(s) will be arranged during the whole life cycle, carried out in an open manner, free of external manipulation, interference, coercion, or intimidation.

Informed participation and feedback: Information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholder feedback, and for analyzing and addressing comments and concerns.

Inclusiveness and sensitivity: Stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the projects is inclusive. All stakeholders at all times are encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups that may be at risk of being left out of project benefits, particularly women, the elderly, persons with disabilities, displaced persons, and migrant workers and communities, and the cultural sensitivities of diverse ethnic groups.

Flexibility: (include if relevant) If social distancing, cultural context (for example, particular gender dynamics), or governance factors (for example, high risk of retaliation) inhibits traditional forms of face-to-face engagement, the methodology should adapt to other forms of engagement, including various forms of internet- or phone-based communication.

3.2. Affected parties and other interested parties ¹⁰

Affected parties include local communities, community members, and other parties that may be subject to direct impacts from the Project. Specifically, the following individuals and groups fall within this category: [add list of possible affected parties, positive or negative].

The projects' stakeholders also include parties other than the directly affected communities, including [add list of other possible stakeholders. Examples include NGOs or civil society groups at the local and national levels, business owners and providers of services within the project area, other government officials].

¹⁰ For the purposes of effective and tailored engagement, stakeholders of the proposed project(s) can be divided into the following core categories:

- **Affected Parties:** Persons, groups, and other entities within the Project Area of Influence (PAI) that are directly influenced (actually or potentially) by the project and/or have been identified as most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures.
- **Other Interested Parties:** Individuals/groups/entities that may not experience direct impacts from the Project but who consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation in some way.
- **Vulnerable Groups:** Persons who may be disproportionately impacted or further disadvantaged by the project(s) compared with any other groups due to their vulnerable status and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the project.
- It is important to note that sometimes projects have different components with very different sets of stakeholders for each component. Those different stakeholders should be considered in preparing the SEP.

3.3. Disadvantaged/vulnerable individuals or groups¹¹

Within the Project, vulnerable or disadvantaged groups may include but are not limited to the following: [add table or list of possible vulnerable groups and the barriers to accessing information, or other Project benefits. Examples include elderly people, persons with disabilities and their caretakers, women-headed households, sexual and gender minorities, the unemployed, and disadvantaged groups that meet the requirements of ESS 7. Identify representative organizations and leaders for these groups who can be partners in stakeholder engagement].

Vulnerable groups within the communities affected by the Project may be added, further confirmed, and consulted through dedicated means, as appropriate. Description of the methods of engagement that will be undertaken by the project is provided in the following sections.

4. Stakeholder Engagement Program (suggested length: 3 pages max)

4.1. Summary of stakeholder engagement done during project preparation

During project preparation, the following public consultation meetings were conducted [insert brief summary description of meetings held, venue, number of participants, and key issues discussed]. Refer to Annex Table 1 for details.

The environmental and social reports and plans were disclosed through [insert]. Feedback received during consultations was [insert summary of key points raised by stakeholders] and was taken into account by [insert]. A summary of the main recommendations received and integrated into the Stakeholder Engagement Plan is provided in Annex table 1.

4.2. Summary of project stakeholder needs and methods, tools, and techniques for stakeholder engagement

Different engagement methods are proposed and cover different stakeholder needs as stated below: [insert description. Examples may include (i) structured agendas, (ii) focus group meetings/discussions, (iii) community consultations, (iv) formal meetings, (v) one-on-one interviews, and (vi) site visits.]

4.3. Stakeholder engagement plan

Complete table below.

¹¹ It is particularly important to understand whether project impacts may disproportionately fall on disadvantaged or vulnerable individuals or groups, who often do not have a voice to express their concerns or understand the impacts of a project, and to ensure that awareness raising and stakeholder engagement be adapted to take into account such groups' or individuals' particular sensitivities, concerns, and cultural sensitivities and to ensure a full understanding of project activities and benefits. Engagement with vulnerable groups and individuals often requires the application of specific measures and assistance aimed at the facilitation of their participation in the project-related decision making so that their awareness of and input into the overall process are commensurate with those of other stakeholders.

Project Stage	Estimated Date/Time Period	Topic of Consultation/ Message	Method Used	Target Stakeholders	Responsibilities

Note: Highlight activities focused on vulnerable groups in the above table. Pay particular attention to vulnerable groups such as poor women, persons with disabilities, and others.¹² Under “Methods Used,” examples may include, as appropriate: (i) for government entities: correspondence by phone/email; one-on-one interviews; formal meetings; and roundtable discussions; and (ii) for local communities/vulnerable groups: letters to village leaders; traditional notifications; disclosure of Project documentation in a culturally appropriate and accessible manner; community meetings; focus group discussions; outreach activities.

Information will be disclosed as follows: [Briefly describe what information will be disclosed (for example, SEP; relevant E&S documents; Grievance Mechanism (GM) procedures; project orientation; regular updates on project developments); and in what formats (for example, public notices, press releases, Project website; consultation meetings; information leaflets and brochures; separate focus group meetings with vulnerable groups). Indicate which language will be used to disclose information.]

4.4. Reporting back to stakeholders

Stakeholders will be kept informed as the project develops, including reporting on project environmental and social performance and implementation of the stakeholder engagement plan and Grievance Mechanism, and on the project’s overall implementation progress.

5. Resources and Responsibilities for implementing stakeholder engagement activities (suggested length: 2 pages)

5.1. Resources

The [insert name of entity] will be in charge of stakeholder engagement activities.

The budget for the SEP is [insert] and is included in component [insert] of the project.

An example of a budget table is included below (only include those categories that apply). Complete table below:

Budget Category	Quantity	Unit Costs	Times/Years	Total Costs	Remarks
1. Estimated staff salaries* and related expenses					

¹² Examples may include (i) Women: ensure that community engagement teams are gender-balanced and promote women’s leadership within these, design online and in-person surveys and other engagement activities so that women in unpaid care work can participate; consider provisions for childcare, transport, and safety for any in-person community engagement activities; there may also be women who face multiple challenges, for example, indigenous women, women with disabilities, etc. (ii) Elderly and people with existing medical conditions: develop information on specific needs and explain why they are at more risk and what measures to take to care for them; tailor messages and make them actionable for particular living conditions (including assisted living facilities), and health status; target family members; (iii) People with disabilities: provide information in accessible formats, such as braille or large print; offer multiple forms of communication, such as text captioning or signed videos, text captioning for the hearing impaired, and online materials for people who use assistive technology; and (iv) Children: design information and communication materials in a child-friendly manner and provide parents with skills to handle their own anxieties and help manage those in their children.

1a. [E.g., communications consultant]					
1b. [E.g., travel costs for staff]					
1c. [E.g., estimated salaries for Community Liaison Officers]					
2. Events					
2a. [E.g., organization of focus groups]					
3. Communication campaigns					
3a. [E.g., posters, flyers]					
3b. [E.g., social media campaign]					
4. Trainings					
4a. [E.g., training on social/environmental issues for PIU and contractor staff]					
4b. [E.g., training on gender-based violence (GBV) for Project Implementing Unit (PIU) and contractor staff]					
5. Beneficiary surveys					
5a. [E.g., mid-project perception survey]					
5b. [E.g., end-of-project perception survey]					
6. Grievance Mechanism					
6a. [E.g., training of GM committees]					
6b. [E.g., suggestion boxes in villages]					
6c. [E.g., GM communication materials]					
7. Other expenses					
7a. [insert]					
TOTAL STAKEHOLDER ENGAGEMENT BUDGET:					

Note: *Salary costs can be indicative.

5.2. Management functions and responsibilities

The entities responsible for carrying out stakeholder engagement activities are [insert].

The stakeholder engagement activities will be documented through [insert].

6. Grievance Mechanism (suggested length: 2 pages max)

The main objective of a GM is to assist to resolve complaints and grievances in a timely, effective, and efficient manner that satisfies all parties involved.

6.1. Description of GM

Complete table below. Examples are listed below for illustrative purposes; only include the examples that apply.

Step	Description of Process	Time Frame	Responsibility
GM implementation structure	[Describe, for example, GM structure at national, regional, and local levels]		
Grievance uptake	Grievances can be submitted via the following channels: [e.g. Toll-free telephone hotline/Short Message Service (SMS) line E-mail Letter to Grievance focal points at local facilities Complaint form to be lodged via any of the above channels Walk-ins may register a complaint in a grievance logbook at a facility or suggestion box]		
Sorting, processing	Any complaint received is forwarded to [insert], Logged in [insert], and categorized according to the following complaint types: [X/Y/Z]	Upon receipt of complaint	Local grievance focal points
Acknowledgment and follow-up	Receipt of the grievance is acknowledged to the complainant by [insert]	Within 2 days of receipt	Local grievance focal points
Verification, investigation, action	Investigation of the complaint is led by [insert] A proposed resolution is formulated by [insert] and communicated to the complainant by [insert]	Within 15 days after receipt (for grievances that do not require additional study) / within a period of no more than one month (calendar) from the date of receipt, as defined in the national legislation on Citizens' Appeals (Article 20)	Complaint Committee composed of ..., ... and ...
Monitoring and evaluation	Data on complaints are collected in [insert] and reported to [insert] every [insert]		
Provision of feedback	Feedback from complainants regarding their satisfaction with complaint resolution is collected [insert]		

Step	Description of Process	Time Frame	Responsibility
Training	Training needs for staff/consultants in the PIU, Contractors, and Supervision Consultants are as follows: [insert]		
If relevant, payment of reparations following complaint resolution	[Describe how reparations will be handled including amounts, recipients, etc.]		

The GM will provide an appeals process if the complainant is not satisfied with the proposed resolution of the complaint. Once all possible means to resolve the complaint have been proposed and if the complainant is still not satisfied, then they should be advised of their right to legal recourse.

[When relevant, the project will have other measures in place to handle sensitive and confidential complaints, including those related to Sexual Exploitation and Abuse/Harassment (SEA/SH) in line with the World Bank ESF Good Practice Note on SEA/SH. Insert description if relevant]

[Also insert a few sentences about the Labor Grievance Mechanism, including that it exists and that workers can use it. The Labor GM should be described in detail in the Labor Management Procedures].

The World Bank and the Borrower do not tolerate reprisals and retaliation against project stakeholders who share their views about Bank-financed projects.

7. Monitoring and Reporting (suggested length: half a page)

7.1. Summary of how SEP implementation will be monitored and reported

Describe SEP monitoring and reporting arrangements. Include indicators, for example, number of community meetings held to discuss project progress, number of information boards displayed, etc.). Describe involvement of stakeholders in monitoring activities, if applicable.

7.2. Reporting back to stakeholder groups

The SEP will be periodically revised and updated as necessary in the course of project implementation. [insert Quarterly or other] summaries and internal reports on public grievances, enquiries, and related incidents, together with the status of implementation of associated corrective/preventive actions, will be collated by responsible staff and referred to the senior management of the project. The [quarterly or other] summaries will provide a mechanism for assessing both the number and nature of complaints and requests for information, along with the Project's ability to address those in a timely and effective manner. Information on public engagement activities undertaken by the Project during the year may be conveyed to the stakeholders in various ways: [insert].

Annexes

These can include:

Records of meetings or consultations (see table 1)

Visual summaries such as stakeholder mapping or stakeholder diagrams

Grievance submission form, etc.

Table 1. Template to Capture Consultation Minutes

Complete table below.

Stakeholder (Group or Individual)	Dates of Consultations	Summary of Feedback	Response of Project Implementation Team	Follow-up Action(s)/Next Steps	Timetable / Date to Complete Follow-up Action(s)

Annex 3. Guidelines for stakeholder identification and categorization

- Who will be adversely affected by potential environmental and social impacts in the project’s area of influence?
- Who are the most vulnerable among the potentially impacted, and are special engagement efforts necessary?
- At which stage of project development will stakeholders be most affected (e.g. procurement, construction, operations, decommissioning)?
- What are the various interests of project stakeholders and what influence might this have on the project?
- Which stakeholders might help to enhance the project design or reduce project costs?
- Which stakeholders can best assist with the early scoping of issues and impacts?
- Who strongly supports or opposes the changes that the project will bring and why?
- Whose opposition could be detrimental to the success of the project?
- Who is it critical to engage with first, and why?
- What is the optimal sequence of engagement?

Annex 4. The indicative list of organizations (governmental and non-governmental) to engage in consultations

The list is tentative and will be added on to throughout project implementation

Name of NGO, CSO, Think Tanks	Area of Interest/Mission	Contact Information
RISE Ukraine	<p>RISE Ukraine is a coalition of Ukrainian and international public organizations, initiatives, state institutions and activists who support <u>Principles for Ukraine’s Reconstruction and Modernization</u> through constructive dialogue with the authorities and international partners.</p> <p>Their approach to promote the principles of integrity and participation for Ukraine’s reconstruction and development, building accountability mechanisms for reconstruction, timely disclosure of data, just compensation for the inflicted damages by the aggressor, development of digital solutions for reconstruction, and involving citizens and businesses in the planning, monitoring and oversight.</p> <p>There more than 50 NGOs with different specialties which for PPF will be very great to attract during further preparation of the projects. Several of the them have been active during the preliminary stages of the preparation of the project: Institute for Analysis and Advocacy, Center for Innovation Development, Center for Economic Strategy, ReThink, Razom We Stand, Center for Fiscal Policy Research, Institute of economic research, Basel Institute on Governance, Ukrainian Network of Integrity and Compliance (UNIC), NGO "Platform Civic Control"</p>	<p>https://www.rise.org.ua/</p> <p>Info@rise.org.ua</p>
Resource and Analysis Center "Society and Environment"	<p>Center conducts independent research, assessment and study as key methods that produce ground for changes by identifying a problem and its solutions. They see the capacity-building of environmental NGOs as an important requisite for building civil society through enabling NGOs to pursue their missions. Providing them with relevant information, skills and knowledge is important to us. Through the implementation of innovative projects, they strive to promote the introduction of the best innovative experiences and ideas.</p>	<p>https://rac.org.ua</p> <p>office@rac.org.ua</p> <p>st Sakharova, 42, office 525, 79013 Lviv Ukraine</p> <p>+38(032)2422284</p>

Name of NGO, CSO, Think Tanks	Area of Interest/Mission	Contact Information
Trinity HUB	<p>Trinity hub is organization which is working on organization of activities which Includes individualized medical procedures, eye muscle training, and recommendations for glasses or contact lenses to restore or improve vision of proper people with vision problems.</p> <p>"Trinity HAB" is unity, harmony, synergy, which reflects our vision of a world where people with different experiences, needs and dreams can find support, development and happiness.</p>	<p>https://www.trinityhub.org.ua/en</p> <p>trinityhubua@gmail.com</p> <p>St. Kyoto, 25, Kyiv, Ukraine</p>
Union of Public Organizations of Disabled People of Kyiv	<p>The Union of Public Organizations of Disabled People of Kyiv has been working since 1998. For the time being the Union consists of 12 public organizations working with the disabled people with total membership of more than 2000 members.</p> <p>The core goal is to involve people with locomotor system disorders to public and social activities as well as to co-ordinate efficient interaction of social organizations of handicapped people and governmental bodies. Our activity is aimed at creating of the integrated surrounding for people with special needs and lobbying their interests in the local self-governing authorities.</p>	<p>https://spilka.kiev.ua/</p> <p>Office 806, Lvivska Square 23, Kyiv, Ukraine.</p>
CASE Ukraine	<p>CASE Ukraine is one of Ukraine's oldest and most influential centers of public policy studies.</p> <p>CASE Ukraine was founded in 1999 by <u>CASE – Center for Social and Economic Research (Warsaw)</u> as a part of a successor to the USAID funded CASE policy advising project on “Ukraine Macroeconomic Policy Program” implemented together with the Harvard Institute of International Development between 1996 and 2001.</p> <p>Starting in 1999 CASE Ukraine have undertaken more than 50 research and educational projects commissioned by the US Agency for International Development, the European Commission, the Open Society Institute, the UN Development Program, the World Bank, the World Economic Forum, the Swedish International Development Agency, and others.</p> <p>CASE Ukraine operates as an independent Ukrainian NGO being a part of the CASE network</p>	<p>+38 044 227-53-17</p> <p>info@case-ukraine.com.ua</p> <p>10 Poltavaska St., Office 34</p> <p>Kyiv 01135, Ukraine</p>

Name of NGO, CSO, Think Tanks	Area of Interest/Mission	Contact Information
	that includes analytical centers in Poland, Kyrgyzstan, Moldova, Georgia and Belarus.	
KSE Institute	KSE Institute is an analytical center at the Kyiv School of Economics. It specializes in analytics, consulting, research, develops strategies and recommendations for supporting a strong and innovative economy of Ukraine. KSE Institute provides consulting services for the public and private sectors. It is one of the largest Think Tanks in Ukraine.	https://kse.ua/kse-department/kse-institute/ kse_institute@kse.org.ua

Annex 5. Report on Consultations

Summary of stakeholder engagement and consultations that were done.

During the preparatory phase of the project, a series of technical and official meetings were conducted, fostering collaboration between key stakeholders involved in the Project Preparation Facility Project. These engagements took place in the number of online meetings. The focus of these meetings was on exploring the Ukraine Project Preparation Facility future operations and elements of procurement of consulting service.

Refer to Annex 2 for details.

Key Project Activities Discussed:

- 1) The business processes of Project Preparation Facility, namely the method for selection the public investment project that will be gaining the support from the facility
- 2) The peculiarities of tenders for consulting services during the project implementation - how and where the information will be published

The meetings provided a platform for robust discussions, ensuring alignment on project components, technical details, and implementation arrangements. Stakeholder input was actively sought and considered, contributing to the refinement of the project's technical aspects and readiness for implementation.

The environmental and social reports and plans will be disclosed through a comprehensive strategy to ensure broad stakeholder engagement and transparency. The disclosure methods included public consultation meetings and online platforms. These approaches aimed to make the information widely accessible to various stakeholders.

PUBLIC CONSULTATION REPORT

Minutes of meetings on public consultation for SEP

Date, time: 31 January 2025, time 11:00; time 12:00

Address: Zoom on-line platform.

Project Title: **Ukraine Project Preparation Facility
Ukraine (P508490)**

*The preparatory
documents subject to
consultations:*

1. Stakeholder engagement plan (SEP)
2. Environmental and social commitment plan (ESCP)

Beneficiaries: Ministry of Economy of Ukraine

1. Agenda of the public consultation meeting

AGENDA

public consultation meeting for the project
„Ukraine Project Preparation Facility”

Date, time:	31 January 2025, time 11:00 (1st meeting); 12:00 (2nd meeting)
Location:	Zoom on-line platform
Participants:	Non-governmental authorities invited
11:00 – 11:05 12:00 – 12:05	11:00 – 11:05 <u>Welcome speech</u> Mr. Niko Gachechyladze Director of State organization “Agency on support on PPP” (PPP Agency) 12:00 – 12:05 <u>Welcome speech</u> Ms. Nadiya Bigun Deputy Minister of Ministry of Economy of Ukraine
11:10 – 11:45 12:10 – 13:45	11:10 – 11:45 <u>Brief presentation of the project and the documents prior to the initiation of the project</u> Mr. Niko Gachechyladze Director of PPP Agency 12:10 – 13:45 <u>Brief presentation of the project and the documents prior to the initiation of the project</u> Mr. Niko Gachechyladze Director of PPP Agency
11:45 – 12:00 12:45 – 13:00	Questions & Answers session

2. The preparatory documents subject to consultations

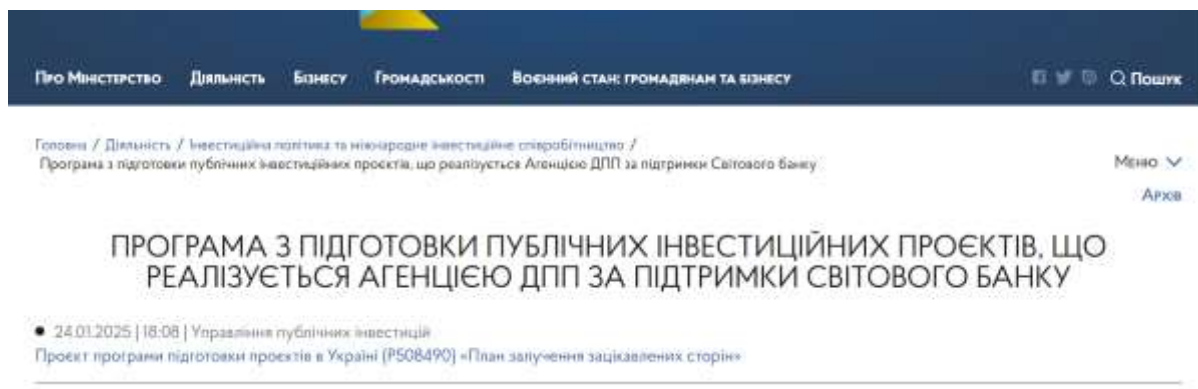
During the public consultation meetings, 1 preparatory documents subject were submitted to public consultations in accordance with the policies of the financier:

1. Stakeholder engagement plan (SEP)

3. Preliminary activities to the public consultation meeting

Publication on the official websites of the Ministry of Economy, PPP Agency and the Office for External Assistance Programs Management regarding the announcement of the public consultation meeting and the documents available for review on 27 January 2025.

<https://me.gov.ua/Documents/List?lang=uk-UA&id=95ad1ea4-f139-4a56-886b-e16b33918aca&tag=ProgramaZPidgotovkiPublichnikhInvestitsiiniikhProktiv-SchoRealizutsiaAgentsiuiDppZaPidtrimkiSvitovogoBanku>



4. Inviting organizations (governmental and non-governmental) to consult

The PPP Agency organized the invitation for non-governmental organizations (according to Annex 3) to participate in the consultations.

5. The minutes of the public consultation meeting

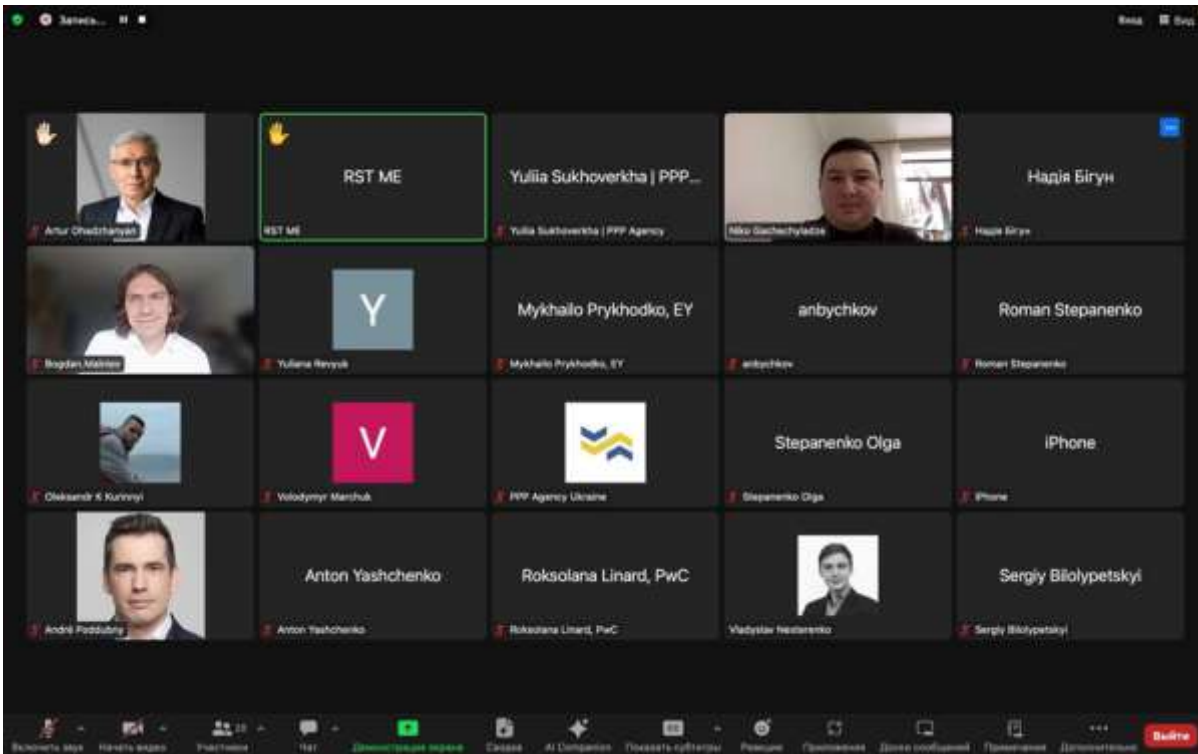
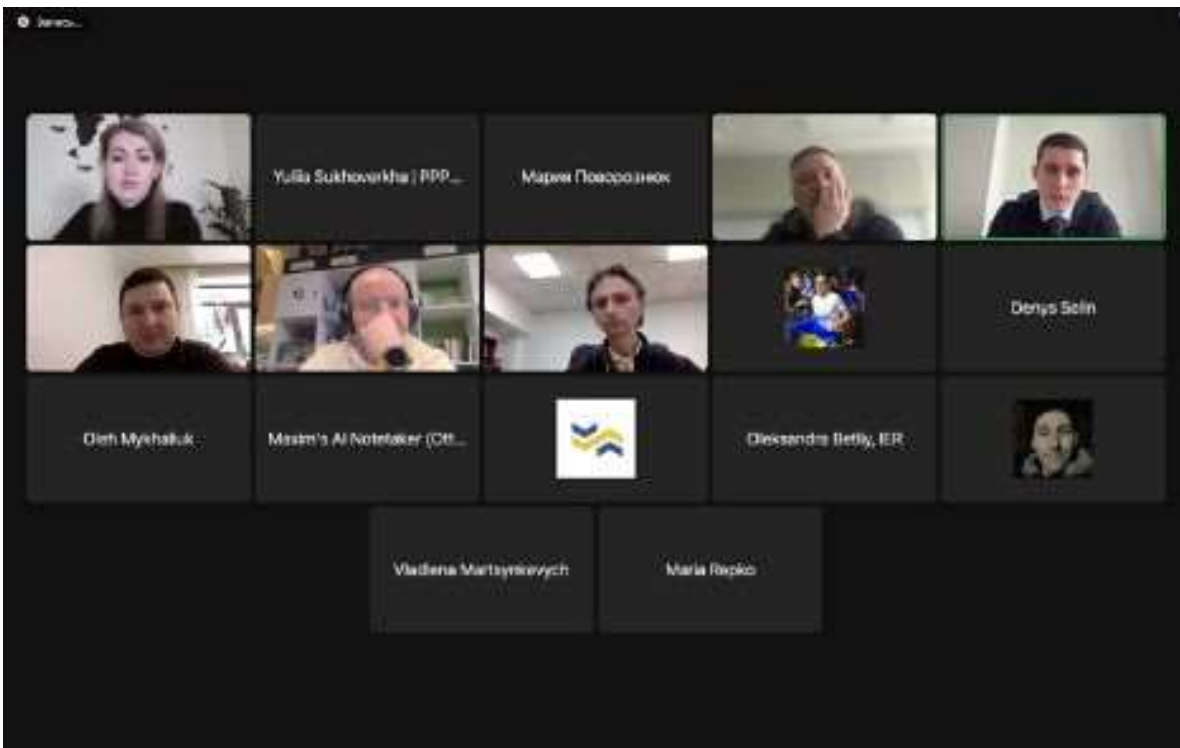
	Date	31.01.2025	
	Time period	11:00-12:00 (1st meeting) 13:00-14:00 (2nd meeting)	
	Consultants/ moderators	Mr. Niko Gachechyladze Director of PPP Agency Ms. Nadiya Bigun Deputy Minister of Ministry of Economy of Ukraine Mr. Stanislav Brus Senior Expert of Reform Support Team of the Ministry of Economy	

	Participants	<p>Meeting with NGO coalition RISE 12:00 -13:00 14 participants</p> <p>Meeting with representatives of private consulting firms 12:00-13:00 14 participants</p>	<ul style="list-style-type: none"> - Ministry of Economy - PPP Agency of Ukraine
	Topics presented	<ul style="list-style-type: none"> - General information about Project - Presentation of the project components - Presentation of the Stakeholder Engagement Plan 	
	The questions raised and/or received proposals of participants:	Answers / comments of moderators / consultants:	
<p>Meeting with representatives of NGO coalition RISE 11:00-12:00</p>			
1	Maxim Bevz, Razom We Stand - Will the procurement be carried out by the World Bank ? -	Niko Gachechyladze, PPP Agency - The procurement will be carried out according to the World Bank rules, but it will be carried out by the PPP Agency	
2	Maria Repko, Centre for Economic Strategy (CES) - Where the information on tenders for consulting services will be disclosed?	Niko Gachechyladze, PPP Agency - The information on tenders will be disclosed on the website of PPP agency and additional information might be published on the website of electronic management of public investment projects - DREAM.	
3	Roman Puchko, Rethink - Should we expect the ecological criteria for public investment projects will be more strict in the PPF than in it described by Ukrainian legislation?	Stanislav Brus, MOE - The ecological criterias for the public investment project are currently being developed in accordance with EU green Taxonomy and it was presented to the World Bank. There might be additional criterias placed by PPF on ecological assessment of the project but they will be primarily connected with possible additional requirements placed by most relevant investors.	

4	<p>Andriy Kolotiy, Ukrainian Network of Integrity and Compliance (UNIC) - Will the projects only from DREAM will be selected to the PPF?</p>	<p>Stanislav Brus, MOE - Yes.</p>
5	<p>Viktor Maziarchuk, Center for Fiscal Policy Research - Will there be a double check on information provided by Sponsoring Agencies to the PPF?</p>	<p>Niko Gachechyladze, PPP Agency - Yes, the double check will be in place especially in cases where we expect large sums of needed investments.</p>
<p>Meeting with representatives of private consulting firms 12:00-13:00</p>		
1	<p>Bohdan Malnev, E&Y - What stages of the project life cycle (from preparation, procurement, commercial and financial closure to implementation and benefit assessment) will be covered by the PPF?</p> <p>Will the PPF assist beneficiaries in finding donor funding?</p> <p>Will there be a prequalified list of consultant companies for more swift implementation of the project preparation?</p>	<p>Stanislav Brus, MoE - Currently all the stages of the project cycle until the procurement should be covered by PPF.</p> <p>At the beginning PPF will not assist in finding donor funding. After developing a capacity and reputation, we will return to it.</p> <p>PPP Agency plans to use all instruments for fast and good preparation of the projects. Shortlisting is considered a good practice and especially Ukraine have good experience with E-Catalog, so we will work on such idea in future</p>
2	<p>Artur Ohadzanyan, Deloitte - who will be the beneficiaries of the PPF: central executive bodies or local governments/territorial communities? Are the criteria for selecting projects for PPF preparation defined? How do you see the role of external consultants in the project selection and preparation processes?</p>	<p>Stanislav Brus, MoE - the beneficiaries of projects in the first year of project implementation will be primarily central executive bodies, while in the next stages of project implementation the local governments/territorial communities will also become project beneficiaries.</p> <p>The external consultants will be only engaged in the project preparation process.</p>

3	<p>Sergiy Bilolipetsky, PwC - different projects are at different stages of preparation. The question is, who will prepare the feasibility study?</p>	<p>Stanislav Brus, MoE - It depends on the case. It is possible the feasibility study will be prepared by Sponsoring agencies or consultancy firms.</p>
4	<p>Volodymyr Marchuk, KPMG - a question on the possibility of engaging consultants, in particular in the project selection process - will a separate platform be created for public information on the process of engaging consultants?</p> <p>The second question about working with USP is whether there is an algorithm for including USP projects in the SPP?</p>	<p>Niko Gachechyladze, PPP agency of Ukraine - no, there is not.</p>
5	<p>Roksolana Linard, PwC - what will be the applicable legislation on engaging advisors through competitive procedures?</p>	<p>Nadiya Bihun, MOE - if the procurement of advisors' services is carried out for public funds, then in accordance with the Law of Ukraine "On Public Procurement"; if for World Bank funds, then in accordance with the rules and procedures of the World Bank; in any case, the practice of expanding the criteria for determining the winning consultant is currently being considered, since the approach based solely on price is not effective in</p>

6. Visibility of the public consultation meeting



7. Comments received by e-mail

During the consultation, it was mentioned that any questions, comments, or suggestions for improvement could be addressed via email. However, no messages have been received.

8. Conclusions

· Stakeholder Engagement Plan:

The Stakeholder Engagement Plan was presented as an integral part of the project, aiming to involve a wide range of stakeholders, including vulnerable groups. It was emphasized that the project is designed to be inclusive and accessible to all citizens, and future engagement activities should continue to focus on ensuring broad stakeholder involvement.

Annex 3. The list of organizations (governmental and non-governmental) to engage in consultations

The list is tentative and will be added on to throughout project implementation

List of participants for the meeting on 31.01.2025 - 11.00

No. s/n	First and last name	Organization.	Website	Email
RISE Ukraine Coalition				
1	Yuriy Romashko	Institute for Analysis and Advocacy	https://iaa.org.ua	romashko06@gmail.com romashko@iaa.org.ua
2	Anna Kornilyuk	Institute for Analysis and Advocacy	https://iaa.org.ua	kornilyuk@iaa.org.ua
3	Myroslava Kostenko	RISE Ukraine Coalition	https://www.rise.org.ua	kostenko@iaa.org.ua
4	Maria Povorozniuk	RISE Ukraine Coalition	https://www.rise.org.ua	povorozniuk@iaa.org.ua
5	Mikhail Leichenko	Center for Innovation Development	https://cid.center	leychenko@cid.center
6	Maria Repko	Center for Economic Strategy	https://ces.org.ua	
7	Roman Puchko	ReThink	https://www.rethink.com.ua/ua	roman@rethink.com.ua
8	Maxim Bevz	Razom We Stand	https://razomwestand.com/uk/	
9	Viktor Maziarchuk	Center for Fiscal Policy Research	https://fiscalcenter.org	victor.mazjarchuk@gmail.com

10	Oleksandra Betliy	Institute of economic research	http://www.ier.com.ua/ua	oleksandra.vb@gmail.com
11	Oleg Mykhailiuk	Basel Institute on Governance	https://baselgovernance.org/	
12	Andriy Kolotiy	Ukrainian Network of Integrity and Compliance (UNIC)	https://unic.org.ua/	
Other				
13	Andrusevych Andriy	Resource and Analysis Center "Society and Environment"	https://rac.org.ua	
14	Denis Selin	NGO "Platform Civic Control"	https://gromko.org.ua	

List of participants for the meeting on 31.01.2025 - 12.00

No. s/n	First and last name	Organization.	Website	Email
Representatives of private consulting firms				
1	Serhii Bilolypetskyi	PwC	www.pwc.com/ua/	bilolypetskiy.sergiy@pwc.com
2	Roksolana Linard	PwC	www.pwc.com/ua/	roksolana.linard@pwc.com
3	Olena Boychenko	Deloitte	www.deloitte.com/ua/en.html	oboichenko@deloitte.com
4	Andrii Moskaliuk	EY	https://www.ey.com/uk_ua	andrii.moskaliuk@ua.ey.com
5	Yuliana Revyuk	Deloitte	www.deloitte.com/ua/en.html	yrevyuk@deloitte.com
6	Anton Yashchenko	Civitta		anton.yashchenko@civitta.com

7	Artur Ohadzhanyan	Deloitte	www.deloitte.com/ua/en.html	aohadzhanyan@deloittece.com
8	AntonBychkov	Deloitte	www.deloitte.com/ua/en.html	anbychkov@deloitte.ua
9	Mykhailo Prykhodko	EY	https://www.ey.com/uk_ua	mykhailo.prykhodko@ua.ey.com
10	Bogdan Malniev	EY	https://www.ey.com/uk_ua	bogdan.malniev@ua.ey.com
11	Andre Poddubny	Civitta		andre.poddubny@civitta.com
12	Volodymyr Marchuk	KPMG	https://kpmg.com/ua/uk/home.html	vmarchuk@kpmg.com
13	Oleksandr Kurinnyi	EY	https://www.ey.com/uk_ua	oleksandr.kurinnyi@ua.ey.com
14	Roman Stepanenko	Asters	https://www.asterslaw.com/	Roman.Stepanenko@asterslaw.com

Annex 6. Report on ESMF Public Consultations

Project title: **PREPARE Ukraine Project, Ukraine Government PPF**

Project document subject to consultations: **Environmental & Social Management Framework (ESMF)**

Action: **ESMF PUBLIC DISCLOSURE AND CONSULTATIONS WITH STAKEHOLDERS**

Disclosure date: 28 October 2025

Consultations dates, time: **27 November 2025, 12:00 (public sector)**
28 November 2025, 12:00 (private and civil society sectors)

Venue location: Online, MICROSOFT TEAMS platform

Project Beneficiary: Ministry of Economy, Environment and Agriculture of Ukraine (MOE)

Project Implementing Agency: State Organization “Agency on support Public Private Partnership” (PPP Agency)

The public consultations were conducted in line with the World Bank Environmental and Social Framework (ESF), in particular ESS10 on Stakeholder Engagement and Information Disclosure.

The purpose of consultations was to:

- familiarize stakeholders with the PREPARE Ukraine Project's approaches to identifying, assessing, and managing environmental and social (E&S) risks using the Environmental and Social Management Framework (ESMF);
- raise awareness among stakeholders about the processes of preparing the public investment projects selected by the Government (“Government Selected Investments”) under the Ukraine Government PPF and the PREPARE Ukraine Project in accordance with the applicable the World Bank’s E&S Framework (ESF) and the WBG E&S Standards (ESSs), the WBG Environmental, Health and Safety Guidelines (WBG EHS Guidelines) and Good International Industry Practice (GIIP), and in accordance with national requirements for the preparation of public investment projects.

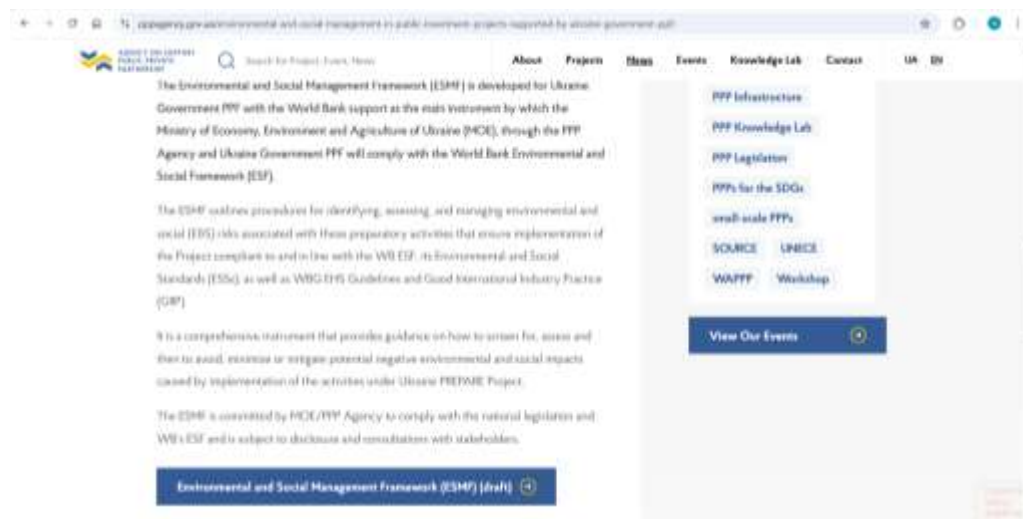
Organization of the consultations: planning and undertaken actions

Online consultations have been organized jointly by the Ministry of Economy, Environment and Agriculture of Ukraine (MOE) and the PPP Agency.

The draft ESMF document was disclosed on the PPP Agency website on 28th October 2025, with the preliminary announcement on coming public consultations. The draft ESMF remained publicly available throughout the consultation period.

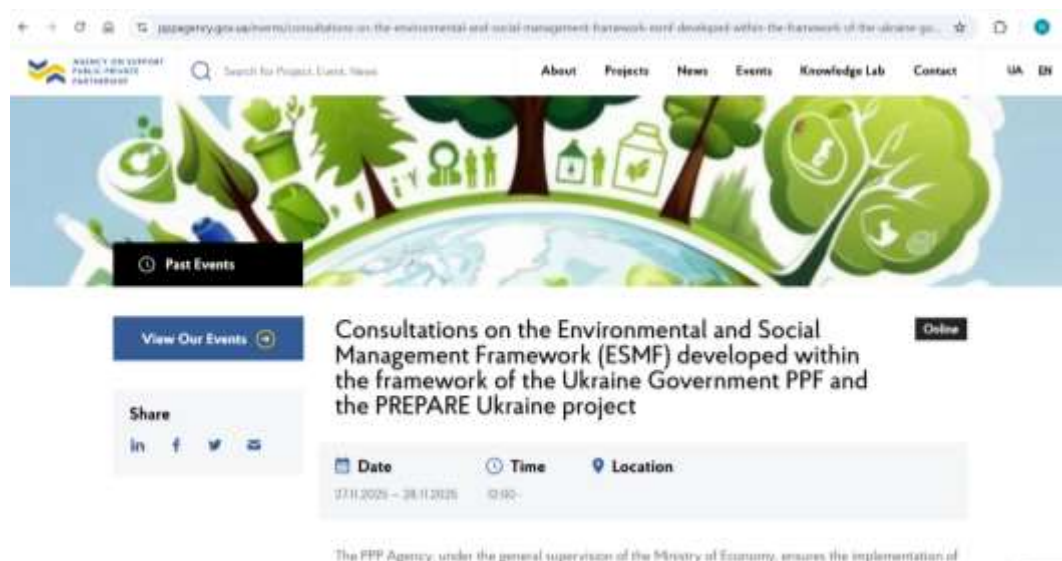
in English - <https://pppagency.gov.ua/environmental-and-social-management-in-public-investment-projects-supported-by-ukraine-government-ppf/>

in Ukrainian - <https://pppagency.gov.ua/uk/ekologichnyj-ta-socjalnyj-menedzhment-u-publichnyh-investychnyh-proyektah-pidtrymanyh-v-ramkah-ukraine-government-ppf/>



The announcement of the consultations, including registration links for all interested stakeholders was published on the PPP Agency website. The event announcement is available at the link below:

<https://pppagency.gov.ua/events/consultations-on-the-environmental-and-social-management-framework-esmf-developed-within-the-framework-of-the-ukraine-government-ppf-and-the-prepare-ukraine-project/>



The announcement was published sufficiently in advance of the consultation dates to allow stakeholders adequate time to register and prepare.

The consultations have been organized in two rounds for different groups of stakeholders:

- Round 1 - public sector
- Round 2 - private and civil society sector.

Invitation

Invitees: Representatives of stakeholders from the public, private, and civil society sectors whose activities are related to public investment management (PIM) and preparation of public investment projects in various sectors, including representatives of central executive bodies and other state institutions, state-owned enterprises, local executive bodies, local self-government bodies, etc., Development Agencies and Reform Support Offices, business support organizations (BSOs), Civil society organizations (CSOs), consulting companies that provide services for the preparation of high-quality projects.

Participation in the consultations was voluntary and open to all interested stakeholders.

The public sector national level key stakeholders and regional / local level potential public investment projects Beneficiaries were invited directly by the MOE via the internal ASKOD Information Management System with official letters of invitations prepared by PPP Agency.

(1) Public sector stakeholders invited:

- Central executive bodies
- State institutions
- State-owned enterprises
- Local executive bodies
- Local self-government bodies
- Development Agencies
- Reform Support Offices
- Beneficiaries of pilot projects (Agency for Restoration and its Odesa Region Restoration Service, Institute of Heart) etc.

The private sector and civil society organizations were invited by PPP Agency via its official communication channels (with TSC support), including an open invitation on the PPP Agency website (under EVENTS section - <https://pppagency.gov.ua/upcoming-events/>) followed by targeted invitations to a list of preliminary identified stakeholders. The access link to join the consultation sessions was shared with the registered participants via Google Form participants by email.

(2) Private sector stakeholders invited:

- Key International Consultancy Companies working in Ukraine and actively supporting strategic projects in various sectors (PwC, Deloitte, EY, KPMG, BDO, potential bidders for pilot projects, etc.)
- **CSO sector stakeholders** invited – representatives of NGOs, research and analytical centers, think tanks, BSOs, national level NGOs advocating environmental issues and interests of vulnerable groups, etc.
- RISE coalition members - the civil society organizations uniting over 50 CSOs actively supporting and implementing public reforms, socially important projects, environmental projects etc.
- Business Support Organizations (BSO): European Business Association (EBA), American Chamber of Commerce, German - Ukrainian Industry and Trade Chamber (AHK), Norwegian - Ukrainian Chamber of Commerce, British Chamber of Commerce, Ukraine Chamber of Commerce and Industry (UCCI) etc.

- Environmental NGOs (ECODIYA, “Society and Environment” Resource and Analytic Centre, National Environmental Centre of Ukraine, ICO Environment-People-Law (EPL), etc.)
- Other NGOs like National Assembly of People with Disabilities, CSR Ukraine, We build Ukraine Independent Think Tank, Public Control Platform etc.

Registered participants

In total, 96 potential attendees were registered to participate in the consultations, including 72 – representatives of public sector, and 24 – representatives of environmental NGOs and consultancy companies. The list of registered participants is available in Annex attached.

Eventually, the consultations were attended by over 60 representatives of central executive bodies – relevant ministries, state organizations and institutions – as well as including key international consultancies working in Ukraine, and environmental civil society organizations (National Ecological Centre of Ukraine and its regional offices).

The level of participation was considered sufficient to ensure a diversity of views and substantive feedback on the draft ESMF.

Agenda of public consultation meetings, 27-28 November 2025

<i>Time</i>	<i>Topic. Presenters</i>
12:00 -12:05	Introduction. Technical rules of the online meeting. Safety rules in case of an air raid alert <i>Moderator</i>
12:05 -12:15	Information on PREPARE Ukraine Project: current status, strategic and ongoing plans <i>Niko Gachechyladze Director of PPP Agency</i>
12:15 – 12:35	ESMF as one of the ESF tools in PREPARE Ukraine Project. Presentation of ESMF document: main focuses, procedures, expected outcomes and requirements for upcoming preparation of public investment projects <i>TSC E&S experts</i>
12:35 – 13:15	Q&A. Discussion <i>All participants</i>
13:15 - 13:20	Follow up (written feedback and updated ESMF redisclosure)

Summary of the meetings

Participants were introduced to the multi-level procedure for screening E&S risks and the available tools for minimizing negative impacts on the environment and communities, which are clearly outlined in the ESMF. Special attention was paid to stakeholder engagement policies, the roles, and the distribution of responsibilities among Beneficiaries (“Project Owners”), the PREPARE Ukraine Project Implementing Agency (PPP Agency), and external consultants involved, all aimed at the shared goal of facilitating the preparation of high-quality, ready-to-implement and financing infrastructure projects.

During the interactive Q&A sessions, practical implementation challenges were raised, such as project realization in densely built-up areas or close to protected nature zones (specifically, the “100-meter buffer zone” rule), as well as questions about the practical application of the World Bank’s E&S standards (ESS) to highly complex infrastructure projects with potentially negative environmental impacts. The necessity of strengthening the human resources capacity of beneficiary and the possibility of providing support, in particular training, as part of the PREPARE Ukraine Project, were also discussed.

Issues raised during the consultations informed clarifications and refinements of the ESMF, particularly with respect to screening procedures, application of exclusion criteria, and capacity-building needs. Where issues could not be addressed at the framework level, they are to be considered during project screening and through downstream environmental and social instruments.

Q&A sessions summary

The table below summarizes key stakeholder questions and comments, along with responses provided during the consultations.

	Date	27 November 2025	
	Time	12:00 – 13:20	
Meeting with public sector			
	Consultants/ moderators	Mr. Niko Gachechyladze Director of PPP Agency Ms Yuliia Sukhoverha, PPP Agency Project manager, PREPARE Ukraine Project PIU Moderator: Natalia Denysenko, TSC Social Consultant	PPP Agency Ukraine Government PPF TSC
	Participants	60 participants	TSC team representatives
	Topics presented	<ul style="list-style-type: none"> Information on PREPARE Ukraine Project: current status, strategic and ongoing plans Presentation of ESMF document 	
	The questions raised and/or received proposals of participants:	Answers / comments of moderators / consultants:	
1.	<p><i>Oleksandr Kabachynskyi, Deputy Head of the Service for Restauration and Development of Infrastructure in Odessa Region</i></p> <p>The Service has pilot priority projects important for the region that are located in the vicinity of nature protected areas. There are many sensitive areas where there is a crucial need in reconstruction of the existing roads already allocated near such sensitive areas, or crossing densely built-up areas.</p> <p>The ESMF includes a requirement for a minimum distance of 100 meters to nature conservation sites.</p> <p>Does a violation of this standard automatically lead to the rejection of a critically important infrastructure project? How can this requirement enable such critically important infrastructure projects to be developed?</p>	<p><i>The issue is recognized as a systemic one for reconstruction projects, as opposed to new construction (greenfield). The 100-meter requirement indeed exists in the Screening form against the approved Exclusion List to exclude any activity that is defined as ineligible for the national legislation and for World Bank support provided in Annex 2 of the ESMF. However, given the importance of such projects, the question will be raised for additional discussion with the World Bank team to find compromise mechanisms (for example, enhanced mitigation measures instead of automatic rejection). This issue has already arisen during the screening of pilot projects.</i></p>	
2.	<p><i>Question from Registration Form:</i></p> <p>The E&S requirements for preparation of projects under Ukraine Government PPF cover</p>	<p><i>Compliance with environmental and social standards is an unconditional eligibility criterion.</i></p>	

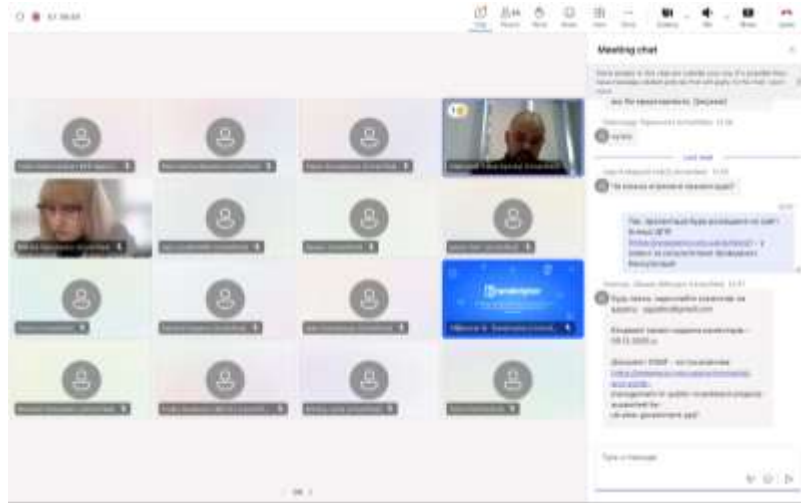
	wider requirements as envisaged under national legislation. How these will be related to the public sector project initiators? How strict are these requirements for public sector applicants?	<i>If the project does not meet the requirements and the risks cannot be minimized to an acceptable level, funding for its preparation under the Ukraine Government PPF and using funds of the PREPARE Ukraine Project, supported by the WB Group will not be allocated. This serves as an incentive to improve the quality of investment planning.</i>
3.	<i>Daniil Kyrzhner, Ministry of Finance of Ukraine, Chief Expert, Unit for Cooperation with the World Bank Group:</i> Is there any record kept ("register of lost opportunities") for projects that are economically or socially important but were rejected due to non-compliance with environmental criteria?	<i>Currently, work within the technical assistance projects is conducted exclusively with "Government Selected Investments" - downstream projects submitted to the PPP Agency under the Ukraine Government PPF prioritized as part of the public investment management ("PIM") process in Ukraine and approved by the Strategic Investment Council. However, the idea of creating a mechanism to record such projects (for example, through the DREAM ecosystem) for future refinement or finding alternative ways of implementation was recognized as very sound and promising for discussion at the decision-making level.</i>
4.	Is there a training strategy envisaged by TA programme for specialists who will be responsible for meeting requirements of ESMF?	<i>The PREPARE Ukraine project provides a dedicated budget for capacity building and technical assistance.</i> <i>The PPP Agency will ensure the implementation of relevant training on environmental and social aspects for government institutions and other stakeholders responsible for preparing downstream infrastructure investments ("Government Selected Investments") intended as part of the Ukraine Government PPF, according to the developed training plan.</i> <i>The preliminary list of training topics and organizational matters can be found in the ESMF.</i>
	Date	28 November 2025
	Time	12:00 – 13:15
	Participants	17 participants (KPMG, BDO, Deloitte, PwC, Asters, NECU) PPP Agency Ukraine Government PPF TSC team representatives
Meeting with private and civil society sectors		
	The questions raised and/or received proposals of participants:	Answers / comments of moderators / consultants:
1.	<i>Question from Registration Form:</i> What requirements of the World Bank's E&S standards (ESS) are integrated in ESMF and how they will be practically applied to highly	<i>The downstream infrastructure investments ("Government Selected Investments") intended as part of the Ukraine Government PPF with the support of PREPARE Ukraine Project will</i>

	<p>complicated infrastructure projects with potentially negative environmental impacts?</p>	<p><i>potentially have a significant physical impact and E&S risks and impacts, and therefore eight out of ten of the Bank's Environmental and Social Standards (ESS) will be relevant to and applied to the Project's activities. The ESS require the application of the World Bank ESF and Environmental, Health, and Safety Guidelines (WB EHS Guidelines) to the PREPARE Ukraine Project and all the Government Selected Investments.</i></p>
2.	<p><i>Hryhoriy Veremeychik, National Ecological Centre of Ukraine (NECU)</i> The question of the existence of a mechanism for removing projects that have already been included in the state lists but are questionable. (example of the completion of units 3-4 of the Khmelnytskyi NPP (corruption scandal, outdated structures) and the National Military Cemetery, where construction is underway in a zone of high groundwater, which threatens flooding) etc.</p>	<p><i>The Ukraine Government PPF and the PREPARE Ukraine Project, supported by the WB Group, require that the PPP Agency (through the MOE exercise best efforts to screen all proposed Project activities against the Exclusion List and exclude any activities on the Exclusion List prior to implementing any activities under the PREPARE Ukraine Project. This operates like a filter. If a project (for example, a cemetery with environmental risks) does not pass this filter, it will be excluded from the scope of the PREPARE Ukraine Project. However, this does not mean exclusion from the Single Project Pipeline of public investments of the state.</i></p>
3.	<p><i>Dmytro Ivanov, NECU</i> delivered an extensive critique of the Kaniv Hydroelectric Power Plant (PSPP) construction project, arguing that it contradicts modern approaches. The construction territory (Kaniv Hills) is a unique geological and cultural heritage site that is being nominated for the UNESCO list. There is strong opposition from the scientific community of the National Academy of Sciences of Ukraine. Furthermore, the construction affects historical lands (the village of Buchak, the Trakhtemyriv Nature Reserve). There are many examples of such projects. Can the implementation of such socially detrimental projects be prevented using instruments like the presented ESMF? What could the public do to prevent harmful impacts?</p>	<p><i>Project's experts gave a detailed response, emphasizing the importance of the "Need Assessment" stage at the early stage of such projects: seeking and analyzing alternatives for balancing, as well as more efficient and less harmful technologies than flooding unique territories.</i> <i>It was clearly stated: The World Bank has very strict standards regarding cultural heritage and environment. A project like the Kaniv HEPP, with such a set of risks, is almost guaranteed to receive a negative assessment at the screening stage.</i></p>

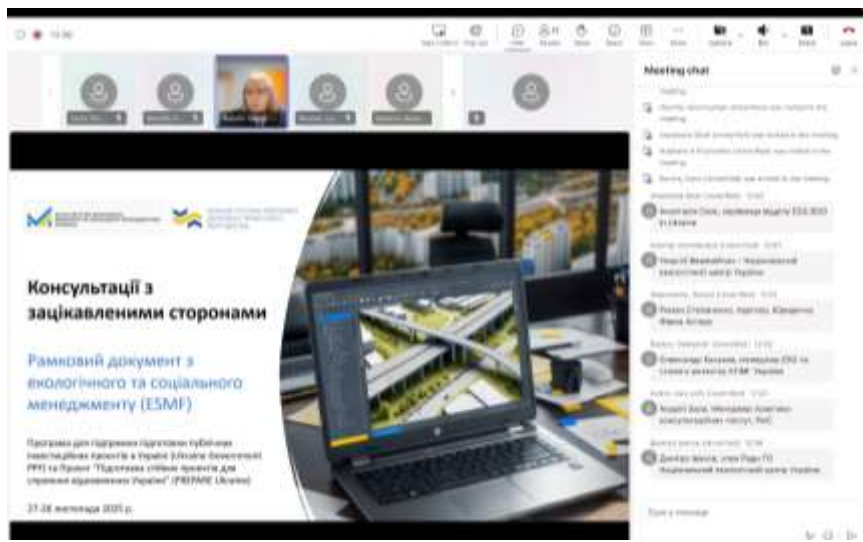
Visibility of the public consultations' events

Screenshots below are provided for illustrative purposes to demonstrate the conduct and visibility of the public consultation sessions.

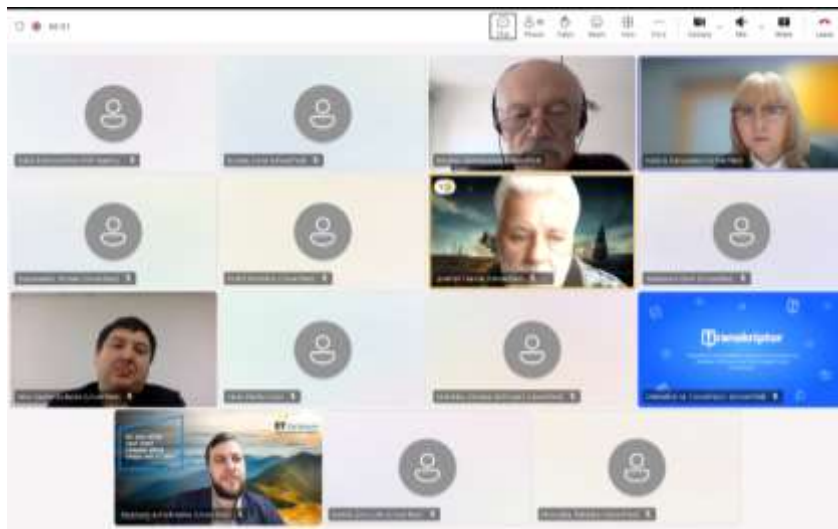
Consultation session with the public sector, 27 November 2025



Consultation session with the private and civil society sectors, 28 November 2025



Q&A session with private and civil society sector



The above screenshots illustrate participation of representatives from public, private, and civil society sectors during the online consultation sessions.

Comments and suggestions

Stakeholders were given a defined one-week period following the consultation sessions to submit written comments on a special dedicated email address ugppfes@gmail.com.

No additional written comments were received beyond those raised and discussed during the consultations. All substantive comments are reflected in the Q&A summaries above.

Conclusions and follow up

Environmental and Social Management Framework (ESMF) has been developed to ensure preventing, minimizing or mitigating environmental and social impacts that might arise under implementation of the Government Selected Investments.

The consultations were organized for a wide circle of participants to ensure comprehensive consideration of the interests of all stakeholders from the public, private and civil society sectors whose activities are related to the PIM system and relevant public infrastructure projects.

The public consultations were conducted in accordance with the World Bank Environmental and Social Framework (ESF), in particular Environmental and Social Standard ESS10 on Stakeholder Engagement and Information Disclosure.

The intention of the consultations was not only to familiarize participants with the content of the ESMF as the main E&S guiding document of the PREPARE Ukraine Project but also to clarify the strategic importance of adhering to international E&S standards for attracting funding for infrastructure reconstruction in Ukraine.

ESMF was presented as the main instrument by which the Ministry of Economy, Environment and Agriculture of Ukraine (MOE)), through the PPP Agency and Ukraine Government PPF will comply with the WB Environmental and Social Framework (ESF) and Environmental and Social Standards (ESS). It was emphasized that these standards must be met by all public investment projects selected by the Government and prepared under the Ukraine Government PPF with support of the PREPARE Ukraine Project.

Presentation materials and the link to the disclosed ESMF were shared with all registered stakeholders after the consultations. The document has been updated in line with the considered comments received during consultations and has been redisclosed at the PPP Agency website and at the WB site with included minutes of public consultations. The final version of ESMF is approved as mandatory for implementation within the PREPARE Ukraine Project and Ukraine Government PPF.

Annex . List of invited representatives of private and civil society sectors

№ з/п	Name, surname	Organization, position	Website	Email
Private sector				
Leading Consultancies who participated in previous consultations within PREPARE Ukraine Project				
1	Serhiy Bilolypetskyi	PwC, director	https://www.pwc.com/ua/	ua_pwc@pwc.com
2	Volodymyr Marchuk	KPMG, director	https://kpmg.com/ua	
3	Olena Boychenko	Deloitte , partner	https://www.deloitte.com/ua/	uakyivmail@deloittece.com
	Bohdan Malnev	EY Ukraine, partner	https://www.ey.com/uk_ua	

№ з/п	Name, surname	Organization, position	Website	Email
5	Anton Yashchenko	Civitta, partner, director of department	https://civitta.com/ua/	info@civitta.com
6	Roman Stepanenko	Asters, partner	https://www.asterslaw.com/ua/	info@asterslaw.com
7	Serhiy Balchenko	BDO Managing partner / Director	https://www.bdo.ua/	info@bdo.ua
8		Hill International N.V.	https://www.hillintl.com/	info@hillintl.com
Business Support Organizations (BSOs)				
1	Anna Derevianko Oksana Mironko	European Business Association (EBA), Executive director	https://eba.com.ua/	office@eba.com.ua
2		American Chamber of Commerce in Ukraine	https://chamber.ua/	chamber@chamber.ua
3	Nataliya Gryshchenko	German-Ukrainian Industry and Trade Chamber (AHK)	https://ukraine.ahk.de/	info@ukraine.ahk.de
4	Anastasiya Antonyk	Norwegian-Ukrainian Chamber of Commerce	https://www.nucc.no/	post@nucc.no
5	Gennadiy Chizhykov	UCCI, President	https://ucci.org.ua/	ucci@ucci.org.ua
6	+38 (044) 278-1000	British Ukrainian Chamber of Commerce (BUCC)	https://bucc.uk/	BUCCUkraine@bucc.com.ua
Civil Society Sector				
RISE Ukraine Coalition				
1.	Yuriy Romashko	Institute of Analytics and Advocacy, Executive director of RISE Ukraine Coalition	https://iaa.org.ua	mail@iaa.org.ua
2.	Anna Kornilyuk	Institute of Analytics and Advocacy	https://iaa.org.ua	mail@iaa.org.ua
3.	Myroslava Kostenko	RISE Ukraine Coalition	https://www.rise.org.ua	info@rise.org.ua
4.	Mariya Povorozniyuk	RISE Ukraine Coalition	https://www.rise.org.ua	info@rise.org.ua
5.	Mykhaylo Leychenko	Center розвитку інновацій	https://cid.center	info@cid.center
6.	Mariya Repko	Center of Economic Strategy	https://ces.org.ua	office@ces.org.ua
7.	Roman Puchko	ReThink CEO	https://www.rethink.com.ua/ua	hi@rethink.com.ua
8.	Maksym Bevz	Razom We Stand	https://razomwestand.com/uk/	contact@razomwestand.org
9.	Viktor Mazyarchuk	Center of Fiscal Policy Research	https://fiscalcenter.org	info@fiscalcenter.org

№ з/п	Name, surname	Organization, position	Website	Email
10.	Oleksandra Betliy	Institute of Economic Studies and Political Consulting	http://www.ier.com.ua/ua	institute@ier.kyiv.ua
11.	Oleg Mykhayliuk	Basel Institute on Governance	https://baselgovernance.org/	info@baselgovernance.org
12.	Antonina Prudko	Ukrainian Network of Integrity and Compliance (UNIC)	https://unic.org.ua/	info@unic.org.ua
13.	Oleksiy Dorogan	BRDO, Executive Director	https://brdo.com.ua/	office@brdo.com.ua
Other NGOs: environmental, social (accessibility, gender, rights protection etc.)				
14.	Andriy Andrushevych	Resource and Analytic Center «Society and Environment»	https://rac.org.ua	office@rac.org.ua
15.	Olena Kravchenko	International Charity Organisation "Ecology – People-Law", director	https://epl.org.ua/	office@epl.org.ua
16.	Vladlena Martsynkevych	ECODIYA NGO, Head of the Board	https://ecoaction.org.ua/	info@ecoact.org.ua
17.	Ruslan Gavryliuk	National Ecological Center of Ukraine, head of the Board	https://necu.org.ua/	info@necu.org.ua
18.	Maryna Saprykina	CSR Ukraine	https://csr-ukraine.org/	review@csr-ukraine.org
19.	Denys Selin	NGO «Civil Control Platform»	https://gromko.org.ua	gromkontrol.ua@gmail.com
20.	National Assembly of people with Disabilities of Ukraine	NAIU— an umbrella association of 120 national and regional NGOs of people with disabilities	https://naiu.org.ua/	office-naiu@ukr.net
21.	We build Ukraine Independent Think Tank	“We build Ukraine” Independent Think Tank	https://www.webuildukrainefund.org/uk/	office@webuildukrainefund.org

List of registered representatives of the public sector

№	ПІБ / Name, surname	Організація / Organization	Посада / Position
1.	Бакалінська Ольга Олегівна	МЗС	начальник відділу
2.	Гладкова Валерія Олексіївна	Міністерство закордонних справ України	Спеціаліст відділу міжнародних міжурядових економічних та фінансових організацій Департаменту економічної дипломатії та відновлення
3.	Єфіменко Крістіна Олегівна	Мінкульт	Заступник директора Департаменту стратегічного планування та інвестиційного розвитку-начальник відділу відновлення та інвестиційної діяльності

4.	Насвіщук Ольга Сергіївна	Міністерство цифрової трансформації України	Керівник експертної групи міжнародного співробітництва
5.	Темченко Олександра Іванівна	Міністерство освіти і науки України	державний експерт
6.	Щітченко Ігор Вікторович	Міністерство фінансів України	головний спеціаліст
7.	Мацера Галина Вікторівна	Міністерство цифрової трансформації України	головний спеціаліст експертної групи міжнародного співробітництва директорату європейської та євроатлантичної інтеграції і міжнародного співробітництва
8.	Вовк Наталія Павлівна	Міністерство молоді та спорту України	головний спеціаліст управління розвитку спортивної інфраструктури та інвестицій
9.	Чикунова Юлія Вікторівна	Головне управління Національної гвардії України	начальник відділу
10.	Погорська Наталія Василівна	Міністерство цифрової трансформації України	державний експерт експертної групи міжнародного співробітництва директорату європейської та євроатлантичної інтеграції і міжнародного співробітництва
11.	Куделя Євгеній Вікторович	МВС України	завідувач сектору
12.	Путято-Гоцька Альона	Міністерство внутрішніх справ	Заступник директора Департаменту майна та ресурсів
13.	Олішкевич Валерій Вікторович	Міністерство внутрішніх справ України	Начальник управління
14.	Яковенко Софія Андріївна	Державна служба України з надзвичайних ситуацій	головний фахівець
15.	Кіржнер Данііл Дмитрович	Ministry of Finance of Ukraine	Chief Expert Unit for Cooperation with the World Bank Group
16.	Писарева Тетяна	Міністерство фінансів України	Заступник начальника управління - начальник відділу
17.	Тюленева Юлія Валеріївна	Мінрозвитку	начальник відділу інвестиційних проектів Департаменту інвестиційної політики
18.	Зозуль Марина Олександрівна	Мінрозвитку	Головний спеціаліст Департаменту інвестиційної політики
19.	Уманець Марія Володимирівна	Мінрозвитку	головний спеціаліст відділу співпраці з донорськими установами
20.	Багмет Ілля Андрійович	Міністерство розвитку громад та територій України	головний спеціаліст

21.	Маслюк Ольга Іванівна	Міністерство молоді та спорту України	начальник відділу департаменту економіки та фінансів
22.	БОНДАРИНА Тарас Іванович	МВС	заступник начальника управління Департаменту майна та ресурсів
23.	Чухно Валерія Олександрівна	Мінрозвитку	головний спеціаліст
24.	Робак Ольга Миколаївна	МОН	Керівник експертної групи
25.	Гонта Олександра Георгіївна	Мінветеранів	головний спеціаліст
26.	Авраменко Олена Іванівна	Київський державний художній ліцей імені Т.Г. Шевченка	в.о. директора
27.	Марусій Сергій Олександрович	Український центр культурних досліджень	Начальник відділу з питань регіональної політики та координації реформ у сфері культури
28.	Кавецький Віктор Володимирович	Одеська національна наукова бібліотека	Заступник генерального директора ОННБ з АГЧ
29.	Бельницька Ольга Миколаївна	Одеська національна наукова бібліотека	Заступник генерального директора ОННБ з бібліотечної роботи
30.	Ілінг Ірина Іванівна	ДП "Національний цирк України"	начальник планово-економічного відділу
31.	Кулішова Анна Анатоліївна	НІАЗ "Кам'янець"	зав. відділом реставрації та реабілітації пам'яток архітектури
32.	Приймич Михайло Васильович	Закарпатська академія мистецтв	ректор
33.	Смолинець Іван Іванович	Львівська національна галерея мистецтв імені Б.Г. Возницького	начальник відділу майнових відносин
34.	Крупник Микола Федорович	Державне підприємство "Дирекція пересувних циркових колективів України"	заступник генерального директора
35.	Олексів Ганна Степанівна	Державний історико-архітектурний заповідник у м. Березани	заступник директора
36.	Богомаз Леся Олександрівна	ДУС	головний консультант
37.	КОСЯЧЕНКО ІВАН ІВАНОВИЧ	Державне підприємство «Національний Одеський філармонійний оркестр»	ГЕНЕРАЛЬНИЙ ДИРЕКТОР
38.	Левченко Наталія Сергіївна	Державне підприємство "Кримський дім"	Завідувач юридичного відділу

39.	Кобаса Галина Романівна	Національний заповідник "Замки Тернопілля"	наукова співробітниця
40.	Хіль Олена Михайлівна	ОНМА імені А.В. Нежданової	ректорка
41.	Кононьчук Юлія Михайлівна	Кременецько-Почаївський ДІАЗ	завідувач туристично-інформаційного відділу
42.	Петренко Наталя Валентинівна	Харківська державна наукова бібліотека ім. В. Г. Короленка	директор
43.	Зімін Денис Вікторович	ДП Український дім	Заступник директора
44.	Федоренко Олена Михайлівна	Державне управління справами	Керівник відділу прикріплення та організації медичної допомоги
45.	Юдов Микола Олександрович	Луганська державна академія культури і мистецтв	В. о. ректора
46.	Дзима Віта Василівна	Шевченківський національний заповідник	старший науковий співробітник
47.	Манько Мар'ян Ігорович	ДП "НКММК "МИСТЕЦЬКИЙ АРСЕНАЛ"	Заступник генерального директора
48.	Аврамченко Людмила	НК "Експоцентр України"	Начальник планово-економічного відділу
49.	Бровій Анатолій Анатолійович	Державне підприємство "Національний академічний драматичний театр імені Івана Франка"	Директор-розпорядник
50.	Людмила Біленко	ДП "Державна циркова компанія України"	Провідний економіст
51.	Діденко Тетяна	НК Експоцентр України	Провідний економіст з фінансової роботи
52.	Тарасенко Олександр Олександрович	НК "Експоцентр України"	головний бухгалтер
53.	Ненюченко Наталія Вікторівна	Національна служба здоров'я України	Заступник Голови Національної служби здоров'я України
54.	Пономарьов Григорій Петрович	Національна служба здоров'я України	Заступник начальника відділу нормативно-правової роботи та юридичного супроводу міжнародних зобов'язань
55.	Турлубеков Андрій Ігорович	ДП ХНАТОБ	Головний інженер
56.	Фельтіна Наталя Альбертівна	Мінекономіки	завідувач сектору
57.	Дольний Сергій Миколайович	Мінекономіки	заступник начальника управління - начальник відділу

58.	Леньо Руслана Василівна	Національна служба здоров'я України	Начальник відділу фінансового забезпечення та інформаційно-аналітичної підтримки реалізації програми медичних гарантій Департаменту фінансів та бухгалтерського обліку
59.	Прохорова Ганна Валеріївна	Харківська державна наукова бібліотека імені В. Г. Короленка	Завідувачка відділу
60.	Вірютіна Катерина Миколаївна	ХДНБ ім. В.Г. Короленка	заступник директора з бібліотечної роботи
61.	Вакуленко Надія Вікторівна	Всеукраїнський центр вишивки та килимарства	Керівник центру
62.	Попова Тетяна Леонідівна	Український інститут книги	заступник директора
63.	Грабар Тетяна Богданівна	Національний заповідник "Замки Тернопілля"	Науковий працівник
64.	Купчук Марина Василівна	Мінекономіки	заступник начальника відділу
65.	Сергій Сіромаха	Національна академія медичних наук	начальник управління
66.	Вакуленко Юлія Валеріївна	Мінекономіки	головний спеціаліст
67.	Рущенко Роман Євгенович	Державна установа "Український інститут книги"	заступник директора
68.	Онищенко Інна	Національна служба здоров'я України	консультант ЕСОЗ
69.	Язалієва Тетяна Володимирівна	ДНП «Інститут серця МОЗ України»	Заступник генерального директора
70.	Дзюба Ірина Миколаївна	Мінекономіки	головний спеціаліст
71.	Долгополова	Державна наукова установа «Центр інноваційних технологій охорони здоров'я» Державного управління справами	Начальник планово-економічного відділу
72.	Голобородько Анна	Мінсоцполітики	державний експерт, Директорат стратегічного планування та координації політик