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## Center for Capacity Building for Ukraine's Reconstruction and Modernization (CARMC)

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### STAKEHOLDER ENGAGEMENT PLAN

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## Introduction

This Stakeholder Engagement Plan (SEP) identifies the main project-affected and interested stakeholders of the Center for Advancement in Restoration and Modernization Capacity (CARMC I\_CAN) Project and describes their interests and engagement needs in relation to the project. The SEP describes the emergency context under which relevant national law and World Bank requirements for stakeholder engagement and information disclosure are to be applied and proposes actionable engagement measures to be undertaken during project implementation. The SEP also describes a project-level Grievance Mechanism designed to facilitate receipt and response to feedback and concerns associated with the project. The SEP may be periodically updated during project implementation to ensure that information is consistent, that methods of engagement remain appropriate and effective, and that any major changes to project activities and schedule are reflected.

**Implementation arrangements** for the SEP, including monitoring of outputs and outcomes will be the responsibility of Kyiv School of Economics Institute (KSE-I). This Stakeholder Engagement Plan is a living document that may be updated throughout the project's implementation and will be reconsulted and redisclosed as necessary.

This SEP was updated and publicly consulted in October 2025 to reflect the project restructuring changes.

## Glossary of terms

<b>Affected Parties</b>	Persons, groups and other entities within the Project Area of Influence (Aoi) 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;
<b>Consultation</b>	The process of providing stakeholders with opportunities to express their views on project activities, risks, impacts and mitigation measures by gathering information or advice from stakeholders and taking these views into account when making project-related decisions and/or setting targets and defining strategies.
<b>Disclosure</b>	The provision of information sharing as a basis for consultation with project stakeholders. Involves prior disclosure and dissemination of relevant, transparent, objective, meaningful and easily accessible information in a timeframe that enables meaningful consultations with stakeholders in a culturally appropriate format, in relevant local language(s) and is understandable to stakeholders.
<b>Engagement</b>	A continuous two-way process in which an implementing agency, company or organization builds and maintains constructive and sustainable relationships with stakeholders impacted over the life of a project. This is part of a broader stakeholder engagement strategy, which also encompasses governments, civil society, project implementation team, suppliers, and others with an interest in the Project.
<b>MDCT</b>	Ministry for Development of Communities and Territories of Ukraine
<b>MoE</b>	Ministry of Economy of Ukraine
<b>MoF</b>	Ministry of Finance of Ukraine
<b>Principles for stakeholder engagement</b>	<p>Openness and life-cycle approach: public consultations for the project(s) will be arranged during the whole lifecycle, carried out in an open manner, free of external manipulation, interference, coercion or intimidation;</p> <p>Informed participation and feedback: information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholders' feedback, for analyzing and addressing comments and concerns;</p> <p>Inclusiveness and sensitivity: stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the projects(s) 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;</p> <p>Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods.</p>

## 1. Stakeholder Consultations under the CARMC Project

№	Content	Timeline	Participants	Confirmation materials	Media
1.	<p>Prior public stakeholder consultations on the CARMC Project. The consultations aimed to inform stakeholders about the project objectives and scope and to collect initial feedback. All ministries and regional state administrations were invited via official letters. Non-governmental organizations were invited via email. Invitations were also extended to the Ukraine’s Reconstruction Integrity, Sustainability, and Efficiency Coalition, involving additional NGOs.</p>	January 17, 2024	<p>Representatives of central executive authorities; representatives of regional state administrations; non-governmental organizations; members of the Ukraine’s Reconstruction Integrity, Sustainability, and Efficiency Coalition; other interested stakeholders. A total of 284 participants registered, with a maximum attendance of 165 participants.</p>	<p>Minutes of the public consultations (Annex 1); feedback forms completed by 47 participants (Annex 2); photographic evidence (Annex 3); video and audio recordings of the meeting (online).</p>	<p>Link Passcode: f*.1ZQFU</p>

2.	<p>Public consultations with pilot communities. Offline consultations focused on the topic “Public Investments for Communities: Opportunities and Development Instruments.” The events aimed to present key Public Investment Management (PIM) reforms, introduce the PIM approach, initiate dialogue on expected changes in project preparation and evaluation at the local level, and collect feedback on the planned KSE-I training program.</p>	April 24–25, 2025	<p>Representatives of pilot territorial communities: Kremenchuk District (Kremenchuk, Omelnytska, Pishchanska, Novohaleshchynska, Semenivska, Hlobynska, Pryshybska communities) – approximately 30 participants; Znamianka Territorial Community – approximately 15 participants.</p>	<p>Minutes of consultations: Annex 4 (Kremenchuk District communities) and Annex 5 (Znamianka Territorial Community); media coverage and public communications (local TV broadcast, official websites, and social media posts).</p>	<p>-Kremenchuk local TV broadcast - Facebook post by Oleksandr Alenin, Head of the Kremenchuk District Military Administration -Facebook post by Mariia Ivanchenko, Head of the Kremenchuk District Council -Official release on the Kremenchuk District Council website -Facebook post by Iryna Pitsenko, Head of CARMC</p>
3.	<p>Non-public bilateral meetings during the initial phase of Project implementation. Meetings focused on identifying areas of cooperation, assessing institutional training needs, and discussing the structure and priorities of the planned training program. Similar bilateral engagements will continue throughout program development.</p>	2024–ongoing	<p>Representatives of the Ministry for Development of Communities and Territories of Ukraine, Ministry of Finance of Ukraine, Ministry of Economy of Ukraine; Sumy, Chernihiv, and Kyiv Regional State</p>	<p>Meeting notes and internal records maintained by KSE-I.</p>	-

			Administrations; All-Ukrainian Association of Amalgamated Territorial Communities.		
4.	<p>Public online stakeholder consultation on the disclosure of the updated Stakeholder Engagement Plan and on Public Investment Management (PIM) Training Program. The consultation aimed to present the draft Training Program, explain its structure and objectives, and collect feedback and proposals from stakeholders. The event included opening remarks, presentations by project and government representatives, a Q&amp;A session, and discussion of participants' proposals related to program scope, format, and target audience.</p> <p>Conclusions and next steps</p> <p>1. Participants expressed concern about the possibility of representatives of frontline communities participating in the training.</p> <ul style="list-style-type: none"> <li>- The first step will be to hold a separate consultation meeting with these communities to discuss their specific conditions and needs.</li> <li>- Based on these consultations, individual approaches to training will be developed, including a mixed format with online classes</li> </ul>	October 22, 2025 (11:00–12:50)	Representatives of regional state (military) administrations, local self-government bodies, members of local councils, municipal enterprises, civil society organizations, businesses, representatives of central executive authorities, and other interested stakeholders. A total of 1,498 participants registered; live attendance was approximately 1,000 participants.	Zoom and YouTube livestream recordings; meeting agenda; list of speakers; Q&A records; online feedback form; visual evidence of participation (Annex 6).	-

<p>and, if possible, face-to-face sessions in safe cities.</p> <p>2. Participants emphasized that the training program should not replace the legal and regulatory framework of the PIM reform.</p> <ul style="list-style-type: none"> <li>- The program will be designed in accordance with existing legislation and regulations, and is not intended to replace any legal provisions. Lecturers and trainers will be engaged from among qualified specialists and practitioners who will strictly adhere to the legislative framework of the public investment management reform throughout the delivery of the training sessions.</li> </ul> <p>3. Other issues: A significant portion of the feedback received went beyond the scope of the training component and fell within the competence of the relevant state authorities; these issues were recorded and forwarded to the competent authorities for consideration.</p> <p>Minutes of meetings of these consultations attached to the documents on Annex 6.</p>				
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## 2. PROJECT SUMMARY

<b>Project</b>	The Center for Advancement in Restoration and Modernization Capacity (CARMC) Project (hereinafter – the I_CAN Project or the Project)
<b>Project's main objective</b>	Enhancing the capacity of Ukrainian government authorities, local governments, self-government bodies, and civil society organizations in identifying, preparing, managing recovery projects with a focus on innovation, transparency, efficiency, and coordination.
<b>Activity</b>	<p>The Project activities are structured across three main stages, aligned with the Work Plan.</p> <p>In the first stage (2025), the Project focuses on laying the foundation for future delivery. Core activities include drafting the PIM training program in consultation with key ministries (MoF, MoE, MDCT), and conducting mock presentations to secure clearance. Lecturers and subject matter experts are being recruited. A training quality assurance and management framework is under development. Pilot training sessions for central and local authorities will be conducted to test and refine training materials. Parallel efforts include the development of practical exercises, standardized templates, and the design of an online self-paced course. Technical preparation is underway for the Virtual Data Room (VDR), including drafting the platform architecture and Terms of Reference for IT procurement. The Learning Management System (LMS) will also be deployed to host structured learning with automated assessment. A coordination meeting with international partners is planned to initiate dialogue on training harmonization.</p> <p>In the second stage (late 2025–2026), the Project will scale its outreach. This includes launching the finalized training program nationwide, with regional face-to-face trainings in 5–8 oblasts and regular online webinars targeting public officials at various levels. The Train-the-Trainer (ToT) program will be introduced to build a regional pool of experts capable of delivering training locally and serve as resource persons to local governments in implementing the PIM methodology. The online course will be launched and made publicly accessible. The Data Room will be finalized, launched, and updated with tools, learning materials, and templates. The I_CAN Helpline will be launched and operated to provide real-time technical support to local authorities. A communication strategy will guide messaging across platforms.</p> <p>In the third stage (2027–2028), the Project will focus on sustainability and institutionalization. Training activities will continue with ongoing evaluation of learning outcomes and curriculum updates. The LMS and VDR will remain active and be continuously updated to reflect policy changes, reform priorities, and user needs. The ToT network will support regional capacity transfer. Community engagement will be maintained through events, online interaction, and consultations. The Project Implementation Team will continue project monitoring and evaluation, reporting, and audit activities in line with World Bank policies.</p>

	All activities are implemented in accordance with the applicable World Bank Environmental and Social Standards, and the Environmental and Social Commitment Plan (ESCP), and applicable World Bank standards. All communication and engagement activities with project stakeholders will be done in accordance with this Stakeholder Engagement Plan (SEP).
<b>Beneficiaries</b>	The primary Beneficiaries of the Project are the three key institutions responsible for Public Investment Management (PIM) in Ukraine at the central, regional and local levels: Ministry of Finance, Ministry for Development of Communities and Territories of Ukraine, and Ministry of Economy and other line ministries (such as the Ministry of Agrarian Policy and Food, Ministry of Energy, Ministry of Health), local governments at both the oblast and community levels,. Supplementary beneficiaries include the Agency for Restoration, state-owned enterprises, civil society organizations, private sector, and the population of Ukraine affected by Russia’s invasion. The population of Ukraine will benefit indirectly through improved governance and more effective public investment in priority sectors such as healthcare, education, energy, and infrastructure.
<b>Implementing Agency</b>	Kyiv School of Economics Institute (KSE-I)
<b>Project Context</b>	<p>With the support of the World Bank, and in preparation for the recovery phase, the Government of Ukraine (GoU) has established a new Public Investment Management (PIM) system. Piloting of the new PIM system started in 2024. The PIM system was outlined in the GoU’s PIM Roadmap, adopted in December 2023, and further detailed in the PIM Action Plan, approved by the Cabinet of Ministers of Ukraine on June 18, 2024, under Decree No. 588-p. The PIM Action Plan establishes specific measures and timelines for its development and implementation. The pilot phase of implementing PIM reforms in 2024 has focused on central government investments. The transitional phase (2024-2025) is dedicated to shifting to a new public investment management model, with full operationalization at the central level expected in 2026. The implementation phase (2026-2028) will focus on deploying the new PIM model, with a gradual rollout to the local level beginning in 2025.</p> <p>The pilot PIM process generated a central government Single Project Pipeline (SPP) of 787 projects eligible for external financing and inclusion in the State Budget. The SPP will be updated regularly to reflect evolving priorities. Ministries and agencies submitted project proposals in line with national, regional, and sector development strategies. The Ministry of Finance of Ukraine (MoF), the Ministry of Economy of Ukraine (MoE), and the Ministry for Development of Communities and Territories of Ukraine (MDCT) appraise project proposals using transitional criteria that assess each proposal’s strategic alignment with strategic reconstruction priorities, economic and social impact, development impact, feasibility, and compatibility with the fiscal envelope approved for the 2025 budget framework. During the first pilot phase, no local governments (hromadas) were able to submit project proposals. This was primarily due to limited capacity to prepare concept</p>

	<p>notes. It is imperative that local governments have the capacity to identify, prepare, and manage public investment projects.</p> <p>Another key deliverable under the PIM Roadmap is the development of new methodological guidelines for project appraisal, management, and evaluation. These guidelines were developed by the MoE with support of the European Investment Bank (EIB), the Tony Blair Institute (TBI), and the World Bank. Due to Ukraine’s EU accession goals, these guidelines are aligned with the EU’s PIM methodological framework. Swift and comprehensive upskilling of these guidelines will be required for all key spending units across all levels of government in Ukraine.</p> <p>The Project aims at capacity building for recovery projects preparation through developing and delivering a comprehensive and inclusive framework of knowledge and skills as well as information support and professional community building among the various involved stakeholders.</p> <p>The I_CAN Project is implemented under the Grant Agreement (URTF Grant No. TFOC4831), signed on May 7, 2024, between the Kyiv School of Economics Institute and the International Bank for Reconstruction and Development and the International Development Association, acting as administrators of the Ukraine Relief, Recovery, Reconstruction and Reform Multi-Donor Trust Fund.</p> <p>To address evolving implementation challenges, newly identified beneficiary needs, and institutional priorities in the area of PIM, the Grant Agreement was amended through Amendment No. 1 dated 29 April 2025.</p>
<p><b>Environmental and Social risks classification</b></p>	<p>The project environmental risks are considered to be Low as the proposed project will not support any activities including civil works which can generate direct or indirect environmental impacts. Offline training will be implemented with all necessary emergency preparedness procedures to minimize war related risks for participants. Overall, the Project does not pose any significant social risks and proposed social risk is rated ‘Moderate’ given potential for community and worker health and safety incidents during the delivery of the offline trainings, associated risks and impact as well as potentially disproportional outreach to the target groups eligible for the training. The project aims to create a national platform that provides analytics, training, and community building for professionals involved in managing recovery investment projects. The project does not envisage any civil works and no risks related to land acquisition and resettlement are anticipated.</p>

**3. REGULATIONS AND REQUIREMENTS**

**3.1. National Legislation**

The Constitution of Ukraine (1996) guarantees Ukrainian citizens’ right to participate in public consultation, to have access to environmental information, and to appeal against authority decisions.

The following laws and regulations in Ukraine are applied for the stakeholder consultation and public participation for this Project:

- The Law of Ukraine on Public Appeals (No. 653-XIV dated 13.05.1999) defines the procedure of consideration of public appeals, clearly states the obligations of the state authorities and management of the companies, which are subject to such appeals, and guarantees that all appeals shall be considered without exception.
- The Law of Ukraine on Local Self-Government in Ukraine (280/97-BP dated 21.05.1997) guarantees tools for direct local democracy that can be used by community members. There are budget of participation, local initiative, local public meeting, electronic petition and others among them.
- The Law Of Ukraine On Access To Public Information (2939-VI dated 13.01.2011).
- The Law of Ukraine on Information (2657-XII dated 02.10.1992).
- The Law of Ukraine about Citizens' Appeals (393/96-BP dated 02.10.1996).

### 3.2. World Bank requirements on stakeholder engagement

The Project will comply with the the Environmental and Social Standards of the World Bank Group which includes the ESS10:

Stakeholder Engagement and Information Disclosure. This ESS recognizes the importance of open and transparent engagement between the Borrower and project stakeholders as an essential element of good international practice. Effective stakeholder engagement can improve the environmental and social sustainability of projects, enhance project acceptance, and make a significant contribution to successful project design and implementation.

World Bank requirements correlate in the most cases with the requirements of the legislation of Ukraine, however, they still differ in a number of aspects. These differences can be summarized as follows:

ESS 10 determines Stakeholder engagement as an inclusive process conducted throughout the project life cycle. Where properly designed and implemented, it supports the development of strong, constructive, and responsive relationships that are important for successful management of a project’s environmental and social risks. 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’s environmental and social risks and impacts. will continue to conduct stakeholder engagement in accordance with the Stakeholder Engagement Plan (SEP), and will build upon the channels of communication and engagement already established with stakeholders. In particular, KSE-I will collect feedback from stakeholders on the social outcomes of the project.

## 4. STAKEHOLDER IDENTIFICATION AND ANALYSIS

Stakeholder group	Interests	Influence	
		Interest	Impact
<b>Project-affected parties</b>			
<b>Primary Stakeholders</b>			
Development Partners (World Bank)	<ul style="list-style-type: none"> <li>• Transparent use of grant funds and results-oriented implementation.</li> <li>• Regular reporting on activities, outputs, and alignment with agreed results framework.</li> </ul>	H	H

	<ul style="list-style-type: none"> <li>● Adherence to Environmental and Social Framework, procurement and financial management requirements.</li> <li>● Risk mitigation and institutional sustainability of project outcomes.</li> </ul>		
Ukrainian Government Authorities (MoF, MoE, MDCT and other ministries)	<ul style="list-style-type: none"> <li>● Effective rollout of PIM reform in line with Government Action Plan and Decree No. 588-p</li> <li>● Uptake and integration of new methodological guidelines on investment project appraisal and management.</li> <li>● Strategic alignment of project activities with national recovery and fiscal planning priorities.</li> <li>● Coordination between MoF, MoE, MDCT, and other authorities involved in project screening and implementation.</li> </ul>	H	H
Local Governments and Self-Government Bodies (hromadas)	<ul style="list-style-type: none"> <li>● Building capacity to identify, develop and submit eligible public investment projects.</li> <li>● Gaining knowledge on project cycle, documentation, and donor compliance.</li> <li>● Getting access to tailored training programs and practical tools for PIM implementation.</li> <li>● Understanding the process of inclusion in the SPP during decentralization of the PIM model.</li> </ul>	H	H
State owned and municipal owned enterprises	<ul style="list-style-type: none"> <li>● Strengthening skills in project identification, technical preparation, and financial planning.</li> <li>● Understanding donor requirements for project implementation.</li> <li>● Participation in targeted training and expert support mechanisms.</li> <li>● Readiness to act as project beneficiaries or implementing entities.</li> </ul>	M	S
Project Implementation Team	<ul style="list-style-type: none"> <li>● Clear understanding of WB rules, procedures, and compliance mechanisms.</li> <li>● Timely coordination across components, deliverables, and reporting.</li> <li>● Access to capacity building in fiduciary, technical, and stakeholder engagement areas.</li> <li>● Internal communication to monitor risks and ensure adaptive implementation.</li> </ul>	H	H
Lecturers / Subject matter experts	<ul style="list-style-type: none"> <li>● Delivery of high-quality training content aligned with project goals and donor requirements.</li> <li>● Engagement in curriculum design, case studies, and methodological guidance.</li> <li>● Effective coordination with PIT.</li> <li>● access to timely information, tools, and technical support.</li> </ul>	H	H
<b>Secondary Stakeholders</b>			

Academic Institutions	<ul style="list-style-type: none"> <li>● Contribution to development and validation of methodologies and tools.</li> <li>● Engagement in training-of-trainers, curriculum design, and research.</li> <li>● Promotion of evidence-based approaches to investment management.</li> </ul>	S	S
Media and Press	<ul style="list-style-type: none"> <li>● Access to verified and timely information on project activities and results.</li> <li>● Ability to inform the public and support transparency in recovery efforts.</li> <li>● Participation in public events, briefings, and communication campaigns.</li> </ul>	S	M
Civil Society Organizations	<ul style="list-style-type: none"> <li>● Participation in public oversight of project activities and expenditures.</li> <li>● Inclusion in consultations to reflect needs of communities and vulnerable groups.</li> <li>● Access to information on project impact, plans, and selection criteria.</li> <li>● Ensuring transparency and accountability in investment planning.</li> </ul>	M	S
Local private sector	<ul style="list-style-type: none"> <li>● Better understanding of the new PIM methodology, where they play a role in identification, design and implementation of public investment projects.</li> <li>● Engagement in focus groups discussions around regional/local strategic investment priorities.</li> </ul>	S	S
Vulnerable Groups including people with disabilities, marginalized population with focus on IDPs, Junior-level staff in local self-governing bodies, low-capacity local officials. (details provided in the “Vulnerable Groups and Plan for Engagement and Communication” table)	<ul style="list-style-type: none"> <li>● Inclusion of specific needs into training content.</li> <li>● Access to learning tools, inclusive methodologies, and support mechanisms.</li> <li>● Opportunity to contribute to focus groups, feedback loops.</li> <li>● Empowerment through capacity building, mentorship.</li> </ul>	Depends on the group type and level of representation in the region <sup>1</sup>	

<sup>1</sup> The level of representation in a region means that different vulnerable groups will be represented differently and will therefore require a different set of mitigation measures. For instance, in one region or hromada, there may be a significant influx of IDPs. This will require engaging with them in dialogue as stakeholders and incorporating this information into the training modules where relevant (e.g., identifying strategic priorities while taking into account the needs and challenges faced by IDPs).

## 5. STAKEHOLDER ENGAGEMENT PROGRAMME

### 5.1. Proposed strategy for information disclosure

Stakeholder group	Project information shared	Means of communication disclosure
Development Partners (World Bank)	<ul style="list-style-type: none"> <li>Project documents (e.g., POM, Work Plan, Staff Matrix, ESCP, SEP, LMP, EPRP)</li> <li>Implementation progress reports</li> <li>Financial updates</li> <li>Risk assessments</li> <li>Key outputs</li> </ul>	Email correspondence, periodic reports, official websites, Virtual Data Room (VDR), publications, and joint briefings
Ukrainian Government Authorities (MoF, MoE, MDCT and other ministries)	<ul style="list-style-type: none"> <li>Summary of project objectives</li> <li>Implementation updates</li> <li>Training schedules</li> <li>Methodological materials</li> <li>Grievance channels</li> <li>Formal project documents (e.g. PIM guidelines)</li> </ul>	Official websites (e.g., KSE-I, MoF, MoE), Virtual Data Room (VDR), social media, email correspondence, formal letters, meetings, and national press releases.
Local Governments and Self-Government Bodies (hromadas)	<ul style="list-style-type: none"> <li>Training content</li> <li>Project implementation guidance</li> <li>Examples of good practices</li> <li>Learning schedules</li> <li>Grievance channels</li> </ul>	Local government communication channels, public notices, email correspondence, webinars, and website/social media content, Virtual Data Room (VDR)
State owned and municipal owned enterprises	<ul style="list-style-type: none"> <li>Training materials</li> <li>Guidance on preparing project proposals</li> <li>Procurement basics</li> <li>Grievance channels</li> </ul>	Email correspondence, targeted briefings, enterprise-level meetings, and website/social media content, Virtual Data Room (VDR)
Project Implementation Team	<ul style="list-style-type: none"> <li>Project documents (e.g., POM, Work Plan, Staff Matrix, ESCP, SEP, LMP, EPRP)</li> <li>Reporting templates</li> <li>Project operations manual</li> </ul>	Internal email, project file-sharing system, team meetings, and direct communication with team leads
Civil Society Organizations	<ul style="list-style-type: none"> <li>Overview of project objectives</li> <li>Project updates</li> <li>Grievance channels</li> <li>Impact summaries</li> </ul>	Project website, social media content, public notices, Virtual Data Room (VDR) publications, and participation in consultation events
Academic Institutions	<ul style="list-style-type: none"> <li>Training materials</li> <li>Methodologies</li> <li>Case studies</li> <li>Research partnership opportunities</li> </ul>	Email correspondence, academic briefings, website publications, Virtual Data Room (VDR) publications, guest lectures, and shared platforms for knowledge exchange
Media and Press	<ul style="list-style-type: none"> <li>Milestones</li> <li>Key achievements</li> </ul>	Press releases, official website, media briefings, social media

	<ul style="list-style-type: none"> <li>● Impact stories</li> <li>● Infographics</li> </ul>	posts, and interviews with project leaders
Vulnerable Groups (details provided in the “Vulnerable Groups and Plan for Engagement and Communication” table)	<ul style="list-style-type: none"> <li>● Simplified project overview</li> <li>● Training schedules adapted to accessibility needs</li> <li>● Inclusive methodological materials and simplified guidance</li> <li>● Grievance and support channels</li> </ul>	Local CSO networks, targeted social media groups and messaging apps, printed materials, accessible formats on Virtual Data Room (VDR)

## 5.2. Vulnerable Groups and Plan for Engagement and Communication

Vulnerable group	Plan for engagement	Means of communication
People with disabilities	<ul style="list-style-type: none"> <li>● Collect information on the number of disabled in target community and their special needs related to infrastructure and other public investment projects</li> <li>● Identify potential leadership of the group at local level if any and invite its representatives to the focus group discussion</li> <li>● Collect insights on inclusive infrastructure and public service needs</li> <li>● Include special focus on the needs of this group into the training program curriculum</li> </ul>	Identify and use accessible venues and channels of communication (social communities chats, offline meetings of groups if any, radio programs etc.). Provide sign language interpretation and assistive technologies if needed
Marginalized population with focus on IDPs	<ul style="list-style-type: none"> <li>● Identify CSOs if any representing these vulnerable groups, especially IDPs or their vocal representatives</li> <li>● Reach out to the leadership of these CSOs or group representatives and invite them to focus group discussions to collect information on their needs in housing, infrastructure and services that might be overlooked in a broad picture</li> <li>● Collect insights on specific</li> </ul>	Use all available means of communication either formalized through CSOs or establish proper communication channels (e.g. social media chats, networking tools, local radio programs etc.). Collect feedback on special needs of IDPs and other marginalized groups through various survey tools, tel feedback collection and focus group discussions Incorporate proper tools on strengthening engagement with IDPs and other marginalized groups into a specialized module of the PIM training program to be

	<p>needs of these marginalized groups and integrate proper practical cases on how to address their needs through the PIM program</p> <ul style="list-style-type: none"> <li>● Collect information on interaction between IDPs and hosting communities and identify challenges if any</li> </ul>	selectively delivered in hromadas where relevant.
Junior-level staff in local self-governing bodies	<ul style="list-style-type: none"> <li>● Identify if such a group exists</li> <li>● Reach out to the representatives of this category of staff to get their feedback on their capacity and training needs</li> <li>● Discuss with local authorities ways of engaging and bringing junior staff on board to be trained</li> <li>● Design selected exercises in the training program to ensure strong cooperation between more experienced staff and junior staff that needs mentorship</li> </ul>	Utilize various communication channels to collect their feedback on capacity gaps and their comparative advantages in knowledge of IT systems Discuss with local leadership an opportunity to bring junior staff on board to gain new knowledge on PIM and serve as potential resource persons based on their potential IT skills
Low capacity local officials	<ul style="list-style-type: none"> <li>● Assess capacity of target audience involved in the training program from the outset</li> <li>● Adjust the training program to capacity level of the target audience and simplify presentation to align with their comprehension level</li> <li>● Identify potential staff with higher capacity level and create learning groups with mentors and trainees after the course</li> <li>● Create a pool of resource persons through the ToT</li> </ul>	Use various knowledge assessment tools to identify capacity level of the target audience Identify potential resource persons through self-identification, focus group discussions with local CSOs, think tanks and research centers if any

	program in each community to support local officials in applying new PIM methodologies	
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### 5.3. Proposed strategy for consultation and stakeholder engagement

Method	Description	Contents	Dissemination method	Target groups
<b>Information provision</b>				
Publications on official websites	Used to disclose official information and project updates	Project progress, procurement notices, E&S documents, reports	Posting on institutional websites (e.g., KSE-I, partners, ministries)	All stakeholders, including donors, authorities, and the public
Publications in social media	Used to promote project achievements and inform about events	News, milestones, success stories, upcoming events	Posts via Facebook, LinkedIn, WhatsApp, and other platforms	General public, beneficiaries, civil society, media
Email correspondence	Used for direct communication with stakeholders	Project updates, training announcements, invitations, learning results	Targeted email distribution lists	Trainees, government partners, experts, project teams
<b>Consultations and Participation</b>				
Public dissemination of information through social and mass media and provision of contact information, email correspondence	Detailed discussion on project design and project activities. Informing of local stakeholders on project implementation progress	Summary information on the activities and questions from the audience	Announcements of public consultations period, targeted invitations, public disclosure of materials in advance. Free access to the consultations and ensuring registrations of suggestions and complaints during the disclosure period	All stakeholders
Structured stakeholder consultations (online/offline) on training methodology and curriculum design	Consultations with key institutional stakeholders on training priorities, proposed learning outcomes, and methodological approaches for project-related capacity building	Draft PIM training modules, methodological framework, assessment tools, and alignment with government priorities and IFI standards	Targeted invitations, pre-circulation of draft materials, structured feedback collection, and documentation of comments	MoF, MoE, MDCT, oblast administrations, selected hromadas, CSOs, SOEs, and donor representatives involved in training strategy
Delivery of modular training	Delivery of structured PIM training sessions	Training presentations,	Announcement of training schedules,	Civil servants from MoF, MoE, MDCT,

sessions (online, offline, blended)	for central government staff, local authorities, SOEs, and NGOs involved in project preparation, appraisal, and implementation	practical exercises, project case studies, checklists, and handbooks tailored to roles of different stakeholders in the PIM cycle	registration via Learning Management System (LMS), open-access training materials via the Virtual Data Room, post-training evaluation	employees of oblast and local authorities, SOEs, and civil society organizations
Train-the-Trainers (ToT) program implementation	Targeted training of selected professionals to become certified trainers for PIM-related topics, with focus on local capacity building and sustainability of training delivery	Trainer manuals, delivery guides, evaluation rubrics, certification requirements, adapted to Ukraine's public investment context	Selection of ToT candidates, blended learning modules, mentorship by senior experts, certification process, and follow-up support	Lecturers, subject matter experts, experienced civil servants, and external experts with relevant qualifications
Focus group discussions, interviews with local CSOs, think tanks, and research centers	Targeted engagement with representatives of vulnerable groups through CSOs and local expert institutions to collect information on unmet needs in housing, infrastructure, and services to inform training materials ensuring that they include inclusive approach.	Discussion of group-specific challenges and priorities; mapping of overlooked needs and gaps in current support mechanisms	Direct outreach to local CSOs, think tanks, and informal group leaders; targeted invitations	Local civil society organizations, informal groups representing vulnerable populations, community activists

## 6. PROCESSING, PROTECTION, AND DISCLOSURE OF PERSONAL DATA

The purpose of processing personal data within the Project is to ensure the effective planning, implementation, monitoring, and reporting of project activities, including but not limited to: enrolling participants in training and capacity-building programs; maintaining records of attendance and participation; providing access to project-related resources and services (e.g., Helpline, events, consultations); and ensuring transparency and accountability of project and training outcomes, including the publication of aggregated or anonymized participation data. The processing of personal data may also serve operational needs such as communication with participants, issuance of training certificates, assessment of training outcomes, and maintaining engagement with beneficiaries. Processing is carried out on the basis of the voluntary and informed consent of individuals, unless otherwise required by applicable Ukrainian legislation.

The processing of personal data within the Project is guided by the following core principles:

- Lawfulness, meaning that personal data is processed only with the voluntary and informed consent of the data subject, unless otherwise required by Ukrainian law.

- Respect for individuals and the protection of their fundamental rights and freedoms, including those of data subjects.
- Purpose limitation, meaning that data is collected only to the extent necessary to fulfill the Project's specific objectives.
- Transparency, ensuring openness in the collection and use of personal data.
- Data accuracy and minimization, whereby data must be accurate, kept up to date, and limited to what is strictly necessary for the defined purposes.
- Storage limitation, meaning that data is retained only for as long as necessary in relation to the purposes for which it was collected.
- Access control, ensuring that personal data is accessible only to authorized personnel and service providers who are bound by confidentiality obligations.
- Data security, including appropriate measures to protect personal and confidential information against unlawful processing, unauthorized access, loss, or disclosure.
- Data subject rights, ensuring that individuals have the right to access, rectify, or request deletion of their personal data, in accordance with applicable laws.

Personal data is processed in full compliance with the applicable data protection laws of Ukraine and international standards. The protection of confidentiality in the processing of personal data, as well as the security of all processed information, constitutes a fundamental requirement that will be strictly observed. Personal data shall be retained only for as long as necessary to achieve the purposes for which it was collected and to comply with applicable legal and regulatory requirements.

The protection of personal data within the Project is ensured through the implementation of organizational and technical measures aimed at reducing the risks of data leakage, loss, or unauthorized access. Access to personal data is granted exclusively to authorized individuals, including staff members and contracted consultants, who have clearly defined functional responsibilities within the Project and require such access for the performance of their duties. The transfer of personal data is carried out through secure channels in accordance with internal security procedures and policies. All authorized persons are required to comply with confidentiality obligations, data protection rules, and internal control procedures.

By participating in events, training sessions, or other activities organized under the Project, individuals (participants of the training sessions) may be photographed, recorded on video, or have their voices captured. Participants will be informed in advance and will be asked to provide explicit consent for the use of such materials for non-commercial purposes related to project communication, visibility, and reporting. This includes but is not limited to: publication on official project websites or social media platforms; inclusion in reports to donors and stakeholders; use in informational or training materials. Participation is voluntary, and individuals may decline consent for recording or use of their images without affecting their ability to take part in project activities.

Consent for the processing of personal data, including participation in photography, video, or audio recording for non-commercial reporting and communication purposes, is obtained through standardized consent forms or electronic confirmation. No personally identifiable data is publicly disclosed without prior explicit consent.

The disclosure of personal data is permitted only upon the prior voluntary and informed consent of the data subject or in cases explicitly provided for by the legislation of Ukraine. Personal data shall not be shared for purposes other than those for which they were originally collected.

The transfer of personal data is allowed solely to the extent necessary to achieve the objectives of the Project in accordance with Ukrainian legislation.

## 7. GRIEVANCE MECHANISM

<b>Objective:</b>	To strengthen transparency and accountability to beneficiaries and provide channels for project stakeholders to provide feedback and/or express grievances related to project supported activities.
<b>Aims:</b>	Identification and resolution of issues affecting the project; reduce the risk of the project inadvertently affecting citizens/beneficiaries; obtain feedback and learning to help improve project impact.
<b>Activities:</b>	Receive, record, evaluate and address complaints and concerns from project affected parties and citizens at project level and escalate for further response as needed.
<b>Scope:</b>	GM will be available for project stakeholders (especially project beneficiaries and those directly or indirectly affected, positively or negatively, by the project) and other interested parties to submit questions, comments, suggestions and/or complaints, or provide any form of feedback on all project-funded activities.
<b>Management:</b>	The Grievance mechanism is managed by the KSE-I.
<b>Legal basis:</b>	Citizens' appeals, complaints and recommendations procedure is specified in the Law On Citizens' Appeals and amendments.

### 7.1. Grievance procedure

<b>Dissemination of Grievance mechanism (GM)</b>	KSE-I will inform stakeholders about the grievance procedure through various channels including training workshops. Additionally, email communications with clear instructions on accessing and using the procedure can be sent out regularly. Utilizing a combination of these methods ensures stakeholders are informed and empowered to engage with the grievance procedure effectively.
<b>Channels for submitting complaints</b>	<ol style="list-style-type: none"> <li>a. By email: <a href="mailto:i_can@kse.org.ua">i_can@kse.org.ua</a></li> <li>b. Through the Grievance Submission Form:             <ol style="list-style-type: none"> <li>i. In English: <a href="#">Grievance Submission Form - English</a></li> <li>ii. In Ukrainian: <a href="#">Grievance Submission Form - Ukrainian</a></li> </ol> </li> <li>c. In writing to Head of PIT: Email - <a href="mailto:jpitsenko@kse.org.ua">jpitsenko@kse.org.ua</a></li> <li>d. In person: Complaints to project staff (through project meetings)</li> <li>e. By the HELPLine financed under this Project</li> <li>f. For anonymous complaints - via Grievance Submission Form (<a href="#">Grievance Submission Form - English</a>, <a href="#">Grievance Submission Form - Ukrainian</a>). Anonymous complaints may be submitted without personal details. A response to the anonymous complaint investigation will be published on the website.</li> </ol> <p>Complaints must:</p> <ul style="list-style-type: none"> <li>● Identify the subject of the complaint;</li> <li>● Identify the individual submitting the complaint (except anonymous complaints).</li> </ul> <p>If the complaint is submitted by a representative, include the name, signature, contact details, and written proof of authority of the representative.</p>

	<p>Supporting evidence is not necessary but may be helpful in reviewing and resolving the complaint. The complaint may also include suggestions on how the individuals believe the complaint could be resolved. All complaints will be treated as confidential. Confidentiality will be ensured in all instances, including when the person making the complaint is known. KSE-I will not disclose any personal data that may reveal the identity of complainants without their consent.</p> <p>When an employee experiences or witnesses SEA or SH, they can initiate the complaint process using the following methods:</p> <ul style="list-style-type: none"> <li>• Emergency contacts in case of immediate threat:</li> <li>• Medical assistance: 103 (or, in critical situations: 0 800 60 20 19)</li> </ul> <p>Police emergency: 102</p> <ul style="list-style-type: none"> <li>• Telegram chat-bots: @female_app_bot (for violence) and @police_helpbot (MVS Ukraine #ДійПротиНасильства)</li> </ul> <p>Reporting channels within KSE-I:</p> <ul style="list-style-type: none"> <li>• Personally to the Authorized Person (Dar'ya Chumachenko – 063 464 78 82)</li> <li>• By email: stop.harassment@kse.org.ua</li> <li>• Anonymously via online form (QR code available).</li> </ul>
<b>Receipt</b>	<p>Submit the complaint via channels for submitting complaints at KSE-I. Complaint is entered immediately into a tracking system for sorting and redirecting to appropriate staff responsible for investigating and addressing the complaint. Environmental &amp; Social Specialist is responsible for determining who to direct the complaint to, whether a complaint requires an investigation (or not), and the timeframe to respond to it. Environmental &amp; Social Specialist should ensure that there is no conflict of interest, i.e. all persons involved in the investigation process should not have any material, personal, or professional interest in the outcome and no personal or professional connection with complainants or witnesses.</p>
<b>Recording</b>	<p>Once the investigation process has been established, the person responsible for managing the GM records and enters this data into the GM log (Annex 7). The number and type of suggestions and questions should also be recorded and reported so that they can be analyzed to improve project communications.</p>
<b>Investigation</b>	<p>Appeals not requiring additional evaluation – response immediately and no later than 15 days after receipt. Appeals requiring additional evaluation are considered and resolved no later than one month after receipt.</p>
<b>Evaluation</b>	<p>The person responsible for investigating the complaint will gather facts in order to generate a clear understanding of the circumstances surrounding the grievance. The investigation/follow-up can include site visits, review of documents and a meeting with those who could resolve the issue. Results of investigation and the proposed response to the complainant will be presented for consideration to the Head of PIT, who will decide on the course of action.</p> <p>The investigation deadline may be extended by 30 working days by the Project Head of PIT, and the complainant informed about this fact, in the event that:</p> <ol style="list-style-type: none"> <li>a) additional consultations are needed to provide response to the complaint;</li> </ol>

	b) the complaint refers to a complex volume of information and it is necessary to study additional materials for the response.
<b>Escalation</b>	Appeals that cannot be resolved within one month are referred to the President of KSE-I to define necessary time for its consideration, and report about it to the person who filed the appeal (entire term for resolving issues raised in the appeal may not exceed forty-five days).
<b>Response to complainant</b>	The complainant will be informed about the results of verification via letter or email, as received. The response shall be based on the materials of the investigation and, if appropriate, shall contain references to the national legislation.
<b>Complaints related to Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH)</b>	<p>Sexual Exploitation and Abuse (SEA) represent grave breaches of the right to safety, security and dignity of persons. KSE-I is committed to taking all necessary action to prevent, mitigate the risks of and respond to sexual misconduct and to put the protection, rights and dignity of victims at the forefront.</p> <p>Addressing complaints related to Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) within a labor management procedure involves specific steps to ensure a safe and respectful work environment for all employees. Here's a procedure tailored for addressing these complaints within a labor management framework:</p> <p>When an employee experiences or witnesses SEA or SH, they can initiate the complaint process by above methods.</p> <p>KSE-I ensures confidentiality throughout the complaint process to protect the privacy and well-being of the complainant. The organization offers immediate support to the individual, including access to counseling services, medical assistance, and guidance on legal options.</p> <p>Upon receiving a complaint, KSE-I initiates an investigation led by trained personnel or an external investigator. The investigation process is impartial, thorough, and conducted in a timely manner. Investigators gather relevant evidence, including witness statements, documentation, and electronic communications, to assess the validity of the complaint.</p> <p>Based on the investigation, KSE-I determines whether the complaint is substantiated or unsubstantiated. Findings are documented, and confidentiality is maintained throughout the process. If the complaint is substantiated, KSE-I takes appropriate action against the perpetrator in accordance with its policies and applicable laws.</p> <p>Throughout the process, KSE-I prioritizes the support and protection of the victim. Measures are implemented to prevent retaliation and ensure the victim's safety and well-being.</p> <p>KSE-I communicates the outcomes of the investigation and any actions taken to the complainant, the accused individual, and relevant stakeholders.</p> <p>Algorithm of Actions in Case of SEA :</p> <ol style="list-style-type: none"> <li>1.Ensure your safety:Immediately distance yourself from the perpetrator (leave the room or move to a safe distance). If the situation is threatening, contact KSE security. For online incidents, take a screenshot as evidence and block the perpetrator.</li> <li>2.Document the incident:Collect any evidence of SEA or SH, including emails, screenshots, videos, or witness statements.</li> <li>3.Seek support:</li> </ol>

	<p>Contact the KSE Psychological Service Coordinator (confidentiality guaranteed – <a href="mailto:psychological_services@kse.org.ua">psychological_services@kse.org.ua</a>)</p> <p>Contact the academic director or department head for guidance and support.</p> <p>4. Investigation: Upon receiving a complaint, KSE-I initiates an investigation led by trained personnel or an external investigator. The investigation is impartial, thorough, and timely. Relevant evidence—including witness statements, documentation, and electronic communications—is gathered to assess the validity of the complaint.</p> <p>5. Actions and follow-up: Based on the investigation, KSE-I determines whether the complaint is substantiated or unsubstantiated. Findings are documented, and confidentiality is maintained throughout. If substantiated, appropriate action is taken against the perpetrator in accordance with KSE-I policies and applicable law. Measures are implemented to protect the victim, prevent retaliation, and ensure their well-being.</p>
<b>Monitoring and reporting</b>	<p>Environmental &amp; Social Specialist will provide a quarterly snapshot of GM results, including any suggestions and questions, to the project team and the management, and review the status of complaints to track which are not yet resolved and suggest any needed remedial action.</p>
<b>Progress reports submitted to the World Bank</b>	<p>In the semi-annual project implementation reports submitted to the Bank, KSE-I will provide information on the following:</p> <ul style="list-style-type: none"> <li>• Status of establishment of the GM (procedures, staffing, awareness building, etc.);</li> <li>• Quantitative data on the number of complaints received, the number that were relevant, and the number resolved;</li> <li>• Qualitative data on the type of complaints and answers provided, issues that are unresolved;</li> <li>• Time taken to resolve complaints;</li> <li>• Number of grievances resolved at the lowest level, raised to higher levels;</li> <li>• Any particular issues faced with the procedures/staffing or use;</li> <li>• Factors that may be affecting the use of the GRM/beneficiary feedback system;</li> <li>• Any corrective measures adopted.</li> </ul>
<b>Referral to World Bank GRS</b>	<p>Communities and individuals who believe that they are adversely affected by a WB supported project may submit complaints to the above project-level GM or the WB’s Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project affected communities and individuals may submit their complaint to the WB’s independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank’s attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank’s corporate Grievance Redress Service (GRS), please visit:</p> <p><a href="http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service">http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service</a></p>

## 8. MONITORING AND REPORTING

The SEP will be monitored based on both qualitative reporting and quantitative reporting linked to results indicators on stakeholder engagement and GRM performance, to be summarized and included in the Project progress reports. The indicators are included at annex 9. SEP reporting will include the following:

Qualitative reporting on feedback received during stakeholder engagement activities, in particular

- Issues that have been raised that can be addressed through changes in Project scope and design
- Issues that have been raised and can be addressed during project implementation;
- Issues that have been raised that are beyond the scope of the project and are better addressed through alternative programs or initiatives;
- Issues that cannot be addressed by the project due to technical or jurisdictional issues.

## 9. ANNEX

Annex 1. minutes of a public stakeholder consultations on January 17th, 2024



### MINUTES OF A PUBLIC STAKEHOLDER CONSULTATIONS

January 17th, 2024

The public stakeholder consultations were held by Kyiv School of Economics Institute on January 17th, 2024 regarding the "Center for Advancement in Restoration and Modernization Capacity (CARMC)" project.

Date and Time: January 17th, 2024, 12:00 AM

Location: online. Link for Zoom Meeting:

<https://us02web.zoom.us/j/83298701777?pwd=d1FMb2k1RUJjK1BxN0wwY2dUa1hNZz09>

#### Speakers Present:

Name	Title
Iryna Pitsenko	Head of CARMC
Klavdiya Maksymenko	Senior manager of the World Bank project portfolio in Ukraine
Mariia Nikitova	Representative from the World Bank
Iryna Kucheruk	Director of the Investment Policy Department of the Ministry of Community Development, Territories and Infrastructure of Ukraine
Olena Starodubtseva	Head of the educational hub of CARMC
Vladyslav Uryvskiy	Head of the CARMC information center

#### Agenda:

1. Opening speech by KSE-I
2. Introductory speech from the World Bank
3. Introductory speech from the Ministry of Community Development, Territories and Infrastructure of Ukraine

4. CARMC presentation
5. Discussion

### **1. Opening Speech by KSE-I:**

The Kyiv School of Economics Institute (KSE-I) initiated the meeting with an opening speech, welcoming all participants and expressing gratitude for their attendance.

### **2. Introductory Speeches:**

Representatives from the World Bank, Klavdiya Maksymenko and Mariia Nikitova, delivered an introductory speech.

Iryna Kucheruk from the Ministry of Community Development, Territories, and Infrastructure of Ukraine also provided introductory remarks.

### **3. CARMC Presentation:**

Olena Starodubtseva presented the educational hub of CARMC.

Vladyslav Uryvskiy showcased the CARMC information center and the "community building" component.

Iryna Pitsenko outlined the project stages.

### **4. Discussion:**

Following the presentations, participants engaged in a discussion and provided feedback, which included the following points:

- Suggestions to incorporate management of environmental and social environments into the curriculum due to the absence of understanding among many institutions, leading to implementation challenges.
- Queries regarding project prioritization methodology in conditions of limited financial resources.
- Recommendations to include taxation, documentation, and auditing topics in the training.
- Proposal to provide access to guides and documents for project preparation and implementation.
- Proposal to add a topic on conflict prevention within communities and rebuilding community relations.
- Consideration of including training on the transparent project implementation tool DREAM.
- Proposal to add a topic on grant management procedures and requirements for organizations providing sub-grants.
- Proposal to add a topic on VAT issues, including complexities in exemption procedures and taxation percentages on large projects.
- Proposal to incorporate training on international audit and requirements of the Office of the Inspector General (OIG).
- Recommendation to include a topic on assessing regional needs and prioritizing investments at the regional level.
- Interest expressed by Borispol Municipal Territorial Community (MTG) in potential collaboration with the World Bank, particularly regarding water supply and drainage projects.

- Proposal to engage the citizens in the project.

**Conclusion:**

The public stakeholder consultations provided valuable insights and recommendations for the CARMC project. The organizers actively engaged with participants by answering all questions, addressing comments, and considering proposals and recommendations. They emphasized that management of environmental and social environments, conflict prevention within communities, taxation issues, documentation, and auditing will indeed be crucial components of the project.

Klavdiya Maksymenko, along with other organizers, also highlighted the challenges faced by the World Bank in working in the occupied territories. Klavdiya Maksymenko specifically mentioned the difficulties encountered in implementing projects in certain regions. She noted that in the Luhansk region, a project was planned but hindered by the invasion. Similarly, in the Donetsk region, a water project was closed in 2018 due to the refusal of the Kramatorsk administration to adhere to international procurement rules. Additionally, cooperation with Mariupol was ongoing until the onset of the invasion.

The organizers expressed appreciation for the constructive dialogue and reiterated their commitment to incorporating the valuable feedback received into the development and implementation of the CARMC project. The meeting concluded with gratitude extended to all participants for their valuable contributions.

**Respectfully submitted,**

Iryna Pitsenko, Head of CARMC



Annex 2. Feedback of participants of the public stakeholder consultations were held by Kyiv School of Economics Institute on January 17th, 2024 regarding the "Center for Advancement in Restoration and Modernization Capacity (CARMC)" project (Ukrainian)

Позначка часу	Організація	Надайте, будь ласка, ваші ідеї та пропозиції щодо посилення спроможностей з відбудови та модернізації України:	Чи бачите Ви потенціал співпраці Вашої організації з Центром посилення спроможностей з відбудови та модернізації України / Center for Advancement in Restoration and Modernization Capacity (CARMC) і в яких напрямках? Чим ми можемо бути корисними Вашій організації?
1.17.2024 12:43:39	Мінагрополітики		
1.17.2024 12:44:18	ГО Екодія, Бенквоч	Розробка навчальних програм за участю МФО, реагування на їх запити	Так, зелене відновлення
1.17.2024 12:45:36	Виконавчий комітет Канівської міської ради	-	Так
1.17.2024 12:50:59	ГО «Зміст»	Частина рекомендацій вже робиться зараз, наприклад платформа Дрім. Серед іншого зазначив би посилення співпраці між донорами, місцевою владою та виконавцями. Бо через недостатню комунікацію виникають затримки в проєктах.	Так. Бачимо розвиток та співпрацю у сфері розроблення політик сталої повоєнної відбудови, проєктного менеджменту та публічних закупівель.
1.17.2024 13:00:48	Городенківська міська рада	Включення основних напрямків модернізації, особливості міжнародної співпраці та практичні успішні і неуспішні кейси + чому не вийшло, з якими перешкодами стикнулися, як можна було б змінити ситуацію.	Навчання з проєктного менеджменту, налагодження зв'язків для спільної комплексної реалізації проєктів, особливості роботи МФО та іншими міжнародними інституціями. Можливо створення консорціумів для реалізації великих проєктів. Базові навички консорціумів і як це працює.
1.17.2024 13:04:39	Департамент економіки та інвестицій ВО КМР (КМДА)	Розвиток навичок і набуття знань фахівцями (зазначені у відповіді на відповідне питання вище), розвиток інституційної спроможності та законодавчої бази.	Так. База даних, навчання.
1.17.2024 13:12:18	Відділ містобудування, архітектури та житлово-комунального господарства	-	Так

1.17.2024 13:15:41	Луганська ОДА	Має бути розроблена чітка стратегія відбудови та модернізації України з урахуванням інтересів та прагнень громад. Відбудова та модернізація мають відбуватися на основі державно-приватного партнерства, в якому держава має максимально знизити поріг входу для приватного сектору. Виконавці робіт з відбудови та модернізації мають бути максимально локалізовані та нативні до територій, які вони відновлюватимуть.	Потенціал бачу. Необхідна співпраця по напрямку навчання спеціалістів ОДА відповідальних за напрямком розробки стратегій та планів відновлення, залучення міжнародної фінансової допомоги, за взаємодію з громадами в частині розробки цільових програм та програм соціального та економічного розвитку. Ми потребуємо системного навчання та сучасних і актуальних знань.
1.17.2024 13:17:56	Виконавчий комітет Бориспільської міської ради	В спілкуванні голосом	Полігон для обкатки технологій проєкту
1.17.2024 13:58:31	КП "Київське інвестиційне агентство"	створення платформи де можна буде провести консолідацію всього того що треба відновлювати, або створювати з можливістю фінансового ресурсу, і інструментами, за рахунок яких це можна зробити	скоріше так, ніж ні. треба додаткова інформація для розуміння
1.17.2024 14:02:55	Пологівська міська рада	Впровадження проєктів з економічного розвитку	Так
1.17.2024 14:07:17	Львівський торговельно-економічний університет	залишаються поза увагою облік завданих збитків та операцій відновлення, оподаткування ресурсів	так, я можу надати допомогу в аудиті проєктів
1.17.2024 14:16:46	Підгородненська міська рада	Для таких невеликих громад як моя - на мою думку важливу роль має зіграти саме налагодження прямої співпраці та партнерських стосунків з відповідними державними інституціями та донорськими організаціями. Тож посередницькі функції Центру можуть стати дуже корисними і допоможуть уникнути зайвої бюрократії. З іншої сторони реноме Центру як інноваційної організації мають допомогти привернути увагу донорів, тому активна співпраця з громадами не залежно від їх розміру та фінансових ресурсів - вкрай важлива задача.	Безперечно так, в напрямках підвищення кваліфікації і професійного вдосконалення навичок, інформаційної підтримки щодо наявних можливостей та сприяння у пошуку нових партнерів, консультативно-дорадче партнерство у комунікації з донорами та державними органами та інституціями всіх рівнів тощо.
1.17.2024 14:23:42	ТОВ Миронівська ТЕСЦ	Максимум зусиль для відновлення де є для цього інфраструктура.	Бачу потенціал в напрямку відновлення та розвитку підприємства генерації ел.енергії та розвитку інфраструктури селища, в якому знаходиться підприємство.

1.17.2024 14:24:28	Лисичанська міська військова адміністрація	Розбудова економічного простору громад, фахові консультанти з питань екології, урбаністики та смарт міст	Навчання фахівців, допомога в створенні майбутнього економічного профілю (економічної моделі) громади
1.17.2024 14:34:14	04013991	-	-
1.17.2024 14:46:44	Департамент економіки і міжнародних відносин Харківської ОВА	Розширення іноземного інвестування у приватний сектор економіки з метою забезпечення розвитку людського капіталу	Бачу великі перспективи такої співпраці та дуже бажаю прийняти особисту участь у пілотному навчанні !
1.17.2024 14:48:03	Управління освіти культури молоді спорту та туризму Нерубайської тг	Модернізація і відбудова України можлива з урахуванням безар'єрності у всіх сферах життя.	мистецтво, культура, туризм ,освіта, спорт - доступність для ,ветеранів війни, людей та дітей з інвалідністю.Інклюзивні центри та центри реабілітації ,ретрити. Транспортні послуги для людей маломобільних груп .
1.17.2024 14:50:04	Летичівська селищна рада	Брав участь у реалізації відбудови кількох проєктів в Чернігівській області	Так
1.17.2024 15:01:37	Розівська селищна рада Пологівського району Запорізької області	проводити не лише онлайн заходи, а заходи поєднанні з безпосереднім спілкуванням, коворкінги, або типу open-space, проведення навчальних заходів поєднаних з активним відпочинком!	Ми хочемо навчатися, пізнавати нове, відбудовувати нашу громаду, Україну після повної деокупації нашої громади!
1.17.2024 15:24:19	Лохвицька міська рада	Доступність малих громад, навчання для сільських та малих міських грлмад	Так, ми постійно прагнемо до розширення співпраці з різними організаціями. Корисні може бути щодо удосконалення навичок та знань наших співробітників, які займаються проєктами відновлення
1.17.2024 15:30:34	Департамент розвитку, утримання мережі автомобільних доріг області, промисловості та транспорту Луганської облдержадміністрації	-	так

1.17.2024 15:39:52	Торецька міська військова адміністрація Бахмутського району Донецької області	Необхідність впровадження системи залучення фахових консультантів для аналізу можливостей та ресурсів територіальних громад для відбудови України	Так
1.17.2024 15:47:33	Єднання	Важливо формувати відбудову України в центрі якої є людина, відбудова має включати всі елементи від людини (психологічна допомога, реінтеграція IDPs та військових, перенавчання безробітних для залучення до відбудови, залучення діаспори та іноземців з унікальними знаннями) до реформ та інфраструктури, відбудова має базуватися на стандартах європейської інтеграції тобто йти паралельно з євроінтеграційними та євроатлантичними процесами	можлива співпраця з навчання відновленню на місця та залученню ОГС до відновлення, інше
1.17.2024 15:50:52	Міністерство молоді та спорту України	Сектор покращення здоров'я через збільшення залученості людей різних вікових груп до рухової активності. Молодіжна політика, залученість більшої кількості молодіжних центрів до відновлення України. Програми розвитку масового спорту серед дітей.	Так.
1.17.2024 16:07:11	Комунальне підприємство "Агенція місцевого економічного розвитку" Чортківської міської ради	Активізація агенцій регіонального розвитку (обласних проєктних офісів) з метою підтримки ОМС у проєктній діяльності; розбудова мереж спільних агенцій сталого розвитку об'єднань сусідніх громад; експертиза і супровід проєктів громад за підтримки інших партнерів міжсекторального партнерства: бізнес-асоціацій, наукових інституцій, профільних громадських організацій, ВНЗ.	Ви - підготовка кадрів та навчання працівників агенцій сталого розвитку громад; організація поїздок з вивчення кращих практик та кейс стаді у країнах ЄС та в Україні; ми - готові ділитися власним набутим досвідом, тестувати пілотні проєктні рішення, залучати міста-партнери до співпраці, проводити тренінги з проєктного менеджменту, фандрейзингу, грантрайтингу, ініціювати спільні проєкти.
1.17.2024 16:14:45	Мінагрополітики	модернізація з урахуванням кліматичних викликів	-
1.17.2024 16:19:53	Іллінецька міська рада Вінницької області	Проведення навчань та обмін досвідом з особливостей підготовки та реалізації успішних проєктів. Зокрема, з відновлювальної енергетики на комунальних підприємствах критичної інфраструктури.	Так. Насамперед це отримання нових знань. Створення умов, нових можливостей та навичок, а також отримання допомоги у реалізації та супроводу проєктів з відновлення.

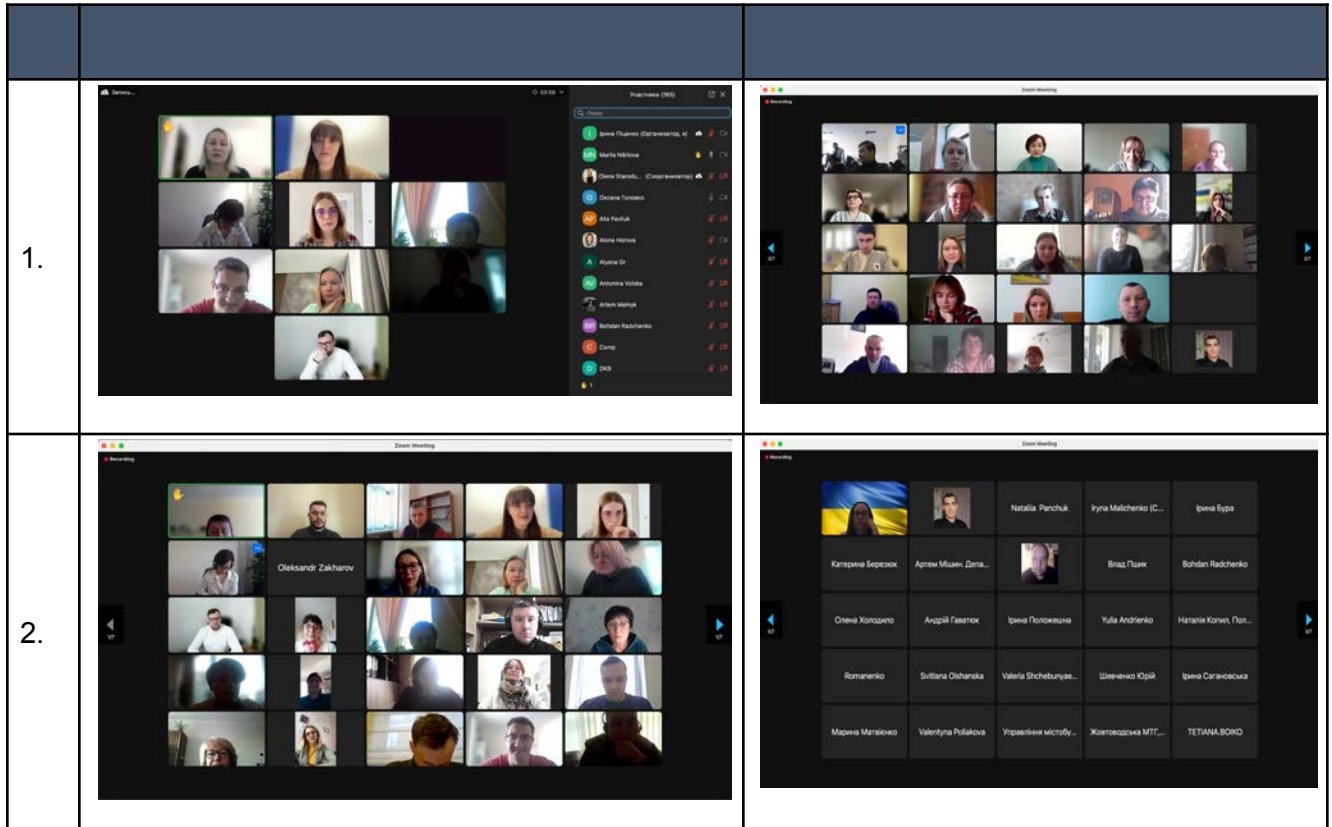
1.17.2024 16:35:40	Українська Гельсінська Спілка з прав людини	1.Окремі донори для України застосовують процедуру "Країна в складних операційних умовах" Наприклад : <a href="https://www.theglobalfund.org/media/3266/core_operational_policy_manual_en.pdf">https://www.theglobalfund.org/media/3266/core_operational_policy_manual_en.pdf</a> Це забезпечує певну гнучкість та можливість реагувати на потреби країни, а не на 3-5 річні стратегічні документи, які були затверджені донором до активних бойових дій. Розуміння подібного підходу важливе, адже застосування спрощених процедур закупівель за погодженням з донором іноді може прискорити процес на відміну від Прозорро. 2.Кошти МТД які перебувають на рахунках Державного Казначейства можуть заморожуватись і блокуватись, якщо в країні є дефіцит бюджету на соціальні виплати (кейс квітня 2022р). Це ризик для будь якого донора. Тому можливість працювати з комерційними банками як альтернатива - може бути одним з механізмів зменшення ризиків реалізації програм. 3. Процедура звільнення від ПДВ складна для будь якого донора та реципієнта, на дану тему є потреба в проведенні додаткового навчання.	Мій досвід базується на роботі в іншій сфері, не УГСПЛ, можу залучатись як індивідуальна особа (за потреби).
1.17.2024 16:38:20	Городоцька міська рада Хмельницької області	більша співпраця з міжнародними інвесторами	так, а особливо в будівництві нових об'єктів житлового комплексу
1.17.2024 16:57:45	Мін'юст	Створити прозорий та чіткий механізм співпраці з правилами гри, що будуть однаково зрозумілі для всіх учасників	Так
1.17.2024 17:21:25	Департамент розвитку громад, територій та інфраструктури Сумської ОДА	необхідне чітке бачення наслідків (шкоди) пошкодженого майна, документування їх відповідними фахівцями (ведення єдиного загального реєстру)	так
1.17.2024 19:51:04	Старосалтівська ТГ	Для нашої громади потрібна переробна промисловість та сміттепереробний завод	Буде корисними, тому що інфраструктура громади пошкоджена 80 відсотків
1.17.2024 20:01:33	Старосалтівська ТГ	потрібно спочатку відновлення економіки та повернення людських ресурсів	так

1.17.2024 20:54:47	Попаснянська міська військова адміністрація Севєродонецького району Луганської області	Співпраця з міжнародними організаціями	так
1.17.2024 21:18:33	Аналітичний центр Бюро гендерних стратегій та бюджетування	почати із законодавчої єдиної бази	Так, врахування принципу гендерної рівності та інклюзії у процесах відновлення.
1.17.2024 21:47:04	Департамент інвестиційно-інноваційного розвитку і зовнішніх відносин Донецької облдержадміністрації	Створення міцної команди спеціалістів високого рівня	Інформаційний обмін, можливість комунікації з представниками МФО, надання навчальних матеріалів, допомога в реалізації проектів
1.17.2024 21:58:37	Міністерство у справах ветеранів України	забезпечення механізмів інституційної спроможності територіальних громад	забезпечення переходу від військової служби до цивільного життя ветеранів війни та членів їх сімей та задучення даної категорії осіб до відбудови України
1.18.2024 8:35:50	Агенція регіонального розвитку Полтавської області "Офіс євроінтеграції"	розроблення навчальних програм, які сприятимуть отриманню знань та практичних навичок щодо планування, реалізації та управління проектами відбудови	так
1.18.2024 8:56:53	Широківська громада Запорізького району Запорізької області	Перекваліфікація і навчання людей у сільській місцевості, розвиток малого бізнесу і його підтримка, збільшення привабливості громад для того щоб люди залишались	Співпраця для нас цікава. Важливими питаннями є розробка плану просторового відновлення і програми комплексного відновлення
1.18.2024 14:47:36	Рух ЧЕСНО	Важливо забезпечити відбір мотивованих студентів, які готові втілювати зміни та інноваційні підходи у відбудові. Варто розглянути можливість секторального підходу і секторальних навчань, бо саме там потрібні специфічні знання.	Рух ЧЕСНО може розробити навчальний модуль (або його частину) щодо залучення громадян до відбудови. Залучення громадян - один з стандартів світового банку і один з важливих компонентів усіх їх проектів. Залучення варто використовувати не тільки під час обговорення цього проекту, але й зробити частиною навчальної програми. Таким чином люди, які будуть працювати з відбудовою,

			знатимуть основні принципи якісного залучення громадян та зможуть дизайнувати проекти з його врахуванням.
1.18.2024 15:43:07	Державна установа "Служба розвитку Буковини"	Посилення співпраці між зацікавленими організаціями.	Потенціал співпраці значний, адже виключно в співпраці знайдуться актуальні шляхи та спроможності з відбудови країни.
1.18.2024 16:55:14	Департамент економіки Київської обласної державної адміністрації	Ефективність діяльності Центру посилення спроможностей з відбудови та модернізації України буде залежати від якісної підготовки його експертів, постійно діючої їх інформаційно-консультативної підтримки і нарешті від координації роботи експертів. Для вирішення цього завдання було б доцільним протягом 2024 року утворити у кожному регіоні України обласні філії Центру, протягом 2025 року - у кожному районі області утворити районні відділення обласної філії Центру, протягом 2026-2027 років у кожній територіальній громаді - представництва районних відділень обласної філії Центру.	Департамент економіки Київської обласної державної адміністрації зацікавлений у співпраці з Центром посилення спроможностей з відбудови та модернізації України, насамперед, у наданні допомоги у формуванні спільноти експертів Центру через організацію конференцій, тренінгів, воркшопів, навчальних поїздок. Для Департаменту економіки було б корисним; співпраця з Інформаційним центром щодо отримання консультацій від його спеціалістів та доступу до інформаційних ресурсів DATA room; надання Центром практичної допомоги в організації навчання ветеранів Сил оборони України та членів їх сімей, які бажають зайнятися підприємницькою діяльністю, стосовно розроблення ними проєктів відновлення, реалізацію яких передбачається фінансувати за рахунок міжнародних фінансових організацій або урядових грантових програм; співпраця стосовно організації навчання менеджменту індустріальних парків щодо залучення інвестицій для реалізації їх інвестиційних проєктів, а також для розбудови необхідної для цього інфраструктури.
1.19.2024 13:06:29	Департамент агропромислового розвитку Волинської облдержадміністрації	Підтримувати і впроваджувати проєкти місцевих агровиробників з відновлення і розвитку органічного виробництва, переробки сільгосппродукції, молочного тваринництва та пасовища, овочесховища, елеваторних потужностей, релокованих агропереробних підприємств	Участь у навчальних компонентах
1.20.2024 21:31:59	ГО "Інститут фінансів та права"	Використовувати інструментарій Фонду ліквідації наслідків збройної агресії.	Інвестиції. Проектна діяльність.
1.26.2024 8:44:29	Департамент Луганської ОДА	Треба поширювати опит міжнародних донорів в темі ціноутворення	поки в науково-практичних семінарах. Дякую !

1.30.2024 17:43:48	Міністерство культури та інформаційної політики України	Обмін досвідом, впровадження найкращих світових практик реалізації та управління проектами відбудови	Так, сфера культури та особливо охорони культурної спадщини дуже специфічна. Проекти відбудови потребують особливого підходу через особливий обрахунок ефективності реалізації (нематеріальна складова) та специфічне законодавство щодо відбудови об'єктів культурної спадщини. Бюджетне фінансування відновлення сфери культури, на жаль, не всилає надії, тому залучення міжнародних фінансових ресурсів для відновлення в даній галузі є досить актуальним
1.31.2024 21:48:41	Департамент економічного розвитку та зовнішньоекономічної діяльності Луганської ОДА	Формування та активна діяльність в постраждалих регіонах центрів з надання методичної, експертної підтримки для громад	Луганська область наразі практично повністю окупована (понад 95% території), функції органів місцевого самоврядування територіальних громад, які були підконтрольні українській владі з 2014 року, наразі виконують військові адміністрації населених пунктів. Їх кадровий потенціал з різних причин більшою мірою дуже низький. За таких обставин облдержадміністрація, на мою думку, може виступати органом, який сприятиме підвищенню інституційної спроможності громад до відбудови. Однак, нам також не вистачає певних знань і навичок, які ми б могли донести до фахівців громад. А також знань і навичок як ефективно донести інформацію до громад. Дуже сподіваємося, що Ваша організація надасть нам у цьому допомогу

Annex 3. Photo shoot evidence of consultation on January 17th, 2024



## Annex 4. minutes of a public consultations on April 24th, 2025

### Stakeholder Consultation Meeting with the Kremenchuk District

A public stakeholder meeting was held by the I\_CAN team on April 24th, 2025, with the representatives of the Kremenchuk district to present key reforms in the field of Public Investment Management (PIM), introduce the fundamentals of PIM, and discuss upcoming changes in the approaches to project preparation and evaluation.

Date and Time: April 24th, 2025, 09:00

Location: Peremohy Square, 2 Kremenchuk City Council.

Name	Title
Oleksandr Alenin	Head of the Kremenchuk District Military Administration
Mariia Ivanchenko	Head of the Kremenchuk District Council
Iryna Pitsenko	Head of CARMC
Vladyslav Uryvskyi	Head of the CARMC information center

#### Agenda:

1. Opening remarks by Oleksandr Alenin, Mariia Ivanchenko, Iryna Pitsenko
2. Introduction to the I\_CAN Program
3. Key regulatory changes in 2025 in the field of Public Investment Management (PIM)
4. Presentation on PIM and community opportunities
5. Q&A and open discussion

#### 1. Opening remarks by Iryna Pitsenko

Oleksandr Alenin, opened the meeting by highlighting the importance of attracting investments for the recovery and development of the district. He emphasized the need for practical tools to help communities strengthen their project capacity.

Mariia Ivanchenko welcomed the I\_CAN initiative and stressed the role of inter-municipal cooperation in improving access to funding and project support for smaller communities.

Iryna Pitsenko, followed with opening remarks, underlining the importance of building local capacity for effective public investment planning and implementation in line with new government procedures

#### 2. Introduction to the I\_CAN Program

The I\_CAN Program is a national initiative implemented by the Kyiv School of Economics Institute (KSE-I) in partnership with the World Bank. It aims to strengthen the capacity of local and regional authorities in Ukraine to prepare, manage, and implement public investment projects in line with international standards and national regulations.

### 3. Key regulatory changes in 2025 in the field of Public Investment Management (PIM)

Vladyslav Uryvskyi explained the main changes in Public Investment Management (PIM) introduced in 2025, including new rules for project preparation, evaluation, and prioritization under Resolutions No. 232 and 527.

### 4. Presentation on PIM and community opportunities

Vladyslav Uryvskyi presented the core principles of Public Investment Management (PIM), introduced the investment project cycle, explained the role of the Single Project Pipeline (SPP), and outlined available tools and support for communities to prepare and submit quality investment proposals.

### 5. Q&A and open discussion

Following the presentation, participants engaged in an open discussion. Key questions raised by the Kremenchuk community included:

- Whether communities can still receive subventions without going through the PIM system, as was previously the case.
- Whether it is possible to submit projects that already have partial funding from other sources.
- Whether communities should prepare projects that are not listed as national priorities but are highly important at the local level.

#### Participants:

The meeting was attended by 21 participants representing the following territorial communities: Kremenchuk, Omelnytska, Kozelschinska, Pishchanska, Pryshybska, Novohaleshchynska, Semenivska, Obolonska and Hlobyńska.

No	Name	Title	Phone	Territorial communities
1	Radchenko Tetiana	Chief Specialist of the Education Department	096-214-65-94	Kremenchuk
2	Hladun Natalia	Deputy Director, head of the financial and economic department Department of Protection	097-444-07-31 096-253-31-02	Kremenchuk
3	Babich Yulia	Deputy Director of the Intensive Care Hospital	098-859-82-20	Kremenchuk
4	Butenko Katherina	First Deputy Director of the	050-308-44-18	Kremenchuk

		Department - Head of the Municipal Economy Department of the Housing and Communal Economy Department		
5	Zerkaliy Iryna	Deputy Director of the Department, Head of the Housing Policy Department of the Housing and Communal Services Department of the Kremenchuk City Council	067-438-73-10	Kremenchuk
6	Zinchenko Natalia	Chief Economist of the Enterprise "Kremenchuk City Department of Capital Construction	067-530-65-86	Kremenchuk
7	Yuschenko Natalia	Director of the Entrepreneurship Support Fund of the Kremenchuk City Council	067-976-59-80	Kremenchuk
8	Melnikova Halyna	Head of the Department of Occupational Health and Social Protection	096-623-66-26	Omelnytska
9	Pleskach Yulia	Education Specialist	096-375-92-41	Omelnytska
10	Zozulia Iryna	Head of the Department for Civil Protection, Interaction with Law Enforcement Agencies	097-667-85-96	Pishchanska
11	Mishenko Alyona	Head of Economic Development Department	097-610-98-00	Pishchanska
12	Garagulya Natalia	Specialist	096-265-47-87	Pishchanska
13	Hrysiuk Svitlana	Head of the Department of Education, Culture, Sports and Tourism of the Executive Committee of the Pryshybsk Village Council	096-954-80-36	Pryshybska
14	Lisovyi Denys	Legal Advisor to the KNP "Center for Primary Health Care of the Pryshybsk Village Council	096-954-80-36	Pryshybska
15	Shutka Olena	Inspector of the Executive Committee of the Novogaleshchyn Village Council	066-398-22-35	Novogaleshchynska
16	Kirichenko Viktor	Director of the educational institution "Novogaleshchynsk Lyceum of the Village Council"	066-283-30-86	Novogaleshchynska
17	Milashevich Lyudmila	Head of community	066-878-75-87	Semenivska
18	Petuchova Natalia	Head of the Department of Education, Family, Youth and Sports	099-719-09-34	Semenivska
19	Kalinichenko Natalia	Chief Specialist of the Department of Socio-Economic Development, Investments and Energy Management of the Executive Committee	099-487-70-40	Hlobyńska
20	Stadnichenko Serhiy	Deputy Head of the Obolonska Community	097-098-49-79	Obolonska
21	Honchar Iryna	Chief Specialist	095-748-67-90	Kozelschinska

### Conclusion:

The public stakeholder meeting with representatives of the Kremenchuk community provided valuable insights into the needs and questions of local stakeholders in the context of the new Public Investment Management (PIM) system. The I\_CAN team actively engaged with participants, answered questions, addressed comments, and provided clarifications on recent regulatory changes.

Key discussion topics included whether communities can still receive subventions without applying through PIM, whether projects with partial funding can be submitted, and whether it is worth preparing projects that are important locally but not aligned with national priorities. These questions highlighted the need for additional support under the program.

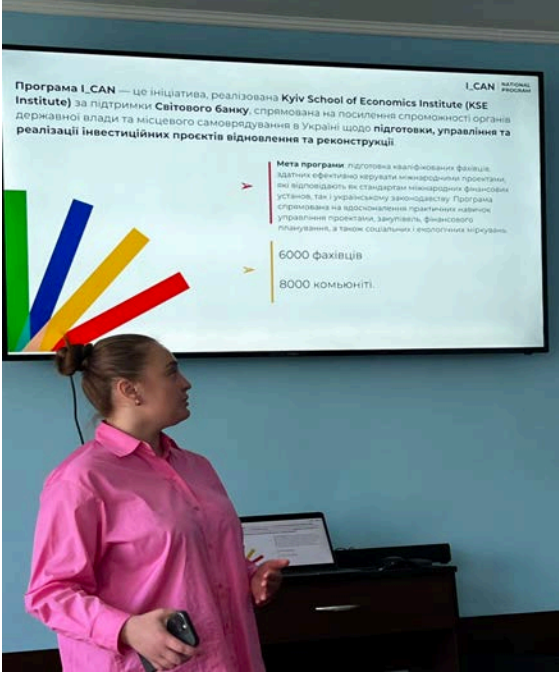


Following the event, a communication group was created, and all presentation materials and legal documents were shared with participants.

The organizers expressed their appreciation to all participants for the constructive dialogue and reaffirmed their commitment to supporting communities in the planning and submission of investment projects under the new procedures.

**Respectfully submitted,**

Iryna Pitsenko, Head of CARMC

PHOTOLOG OF MEETINGS

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## Annex 5. Minutes of a public consultations on April 25th, 2025

### Stakeholder Consultation Meeting with the Znamianka Community

A public stakeholder meeting was held by the I\_CAN team on April 25th, 2025, with the Znamianka Territorial Community to present key reforms in the field of Public Investment Management (PIM), introduce the fundamentals of PIM, and discuss upcoming changes in the approaches to project preparation and evaluation.

**Date and Time:** April 25th, 2025, 11:00

**Location:** 19 Zhovtneva Street, Znamianka City Council

Name	Title
Liana Peresadchenko	Deputy Mayor for Executive Bodies Affairs, Znamianka City Council
Iryna Pitsenko	Head of CARMC
Vladyslav Uryvskyi	Head of the CARMC information center

#### Agenda:

1. Opening remarks by Liana Peresadchenko and Iryna Pitsenko
2. Introduction to the I\_CAN Program
3. Key regulatory changes in 2025 in the field of Public Investment Management (PIM)
4. Presentation on PIM and community opportunities
5. Q&A and open discussion

#### Opening Remarks by Liana Peresadchenko and Iryna Pitsenko

Deputy Mayor Liana Peresadchenko opened the meeting by welcoming the participants and expressing the city's interest in improving its investment capacity. Iryna Pitsenko followed with remarks on the importance of local engagement in the updated public investment framework.

#### Introduction to the I\_CAN Program

The I\_CAN Program is a national initiative implemented by the Kyiv School of Economics Institute (KSE-I) in partnership with the World Bank. It aims to strengthen the capacity of local and regional authorities in Ukraine to prepare, manage, and implement public investment projects in line with international standards and national regulations.

#### Key Regulatory Changes in 2025 in the Field of Public Investment Management (PIM)

Vladyslav Uryvskyi explained the main changes in Public Investment Management (PIM) introduced in 2025, including new rules for project preparation, evaluation, and prioritization under Resolutions No. 232 and 527.

### **Presentation on PIM and Community Opportunities**

Vladyslav Uryvskyi presented the core principles of Public Investment Management (PIM), introduced the investment project cycle, explained the role of the Single Project Pipeline (SPP), and outlined available tools and support for communities to prepare and submit quality investment proposals.

### **Q&A and Open Discussion**

Participants raised several important questions, including:

- Whether subventions would still be distributed through informal political channels, as in previous years.
- Whether projects should be split into parts or submitted as a single integrated proposal.
- Whether projects such as window replacements in schools qualify for PIM.
- What to do if there is no funding available in the local budget to develop project documentation.
- Whether social projects, such as veteran rehabilitation centers, would be eligible for funding or if only revenue-generating projects qualify.
- Whether old projects can be uploaded to the DREAM platform to form a community investment portfolio.

The discussion also included a review of previously submitted projects from the community, focusing on why they received low scores and how to improve investment appeal in the future.

**Participants:** The meeting was attended by 14 participants representing various structural units of the Znamianka Territorial Community.

### **Conclusion**

The public stakeholder meeting with representatives of the Znamianka community provided valuable insights into the specific questions and concerns faced by local stakeholders under the new Public Investment Management (PIM) system. The I\_CAN team actively engaged with participants, offered guidance, and clarified regulatory updates and procedural details.

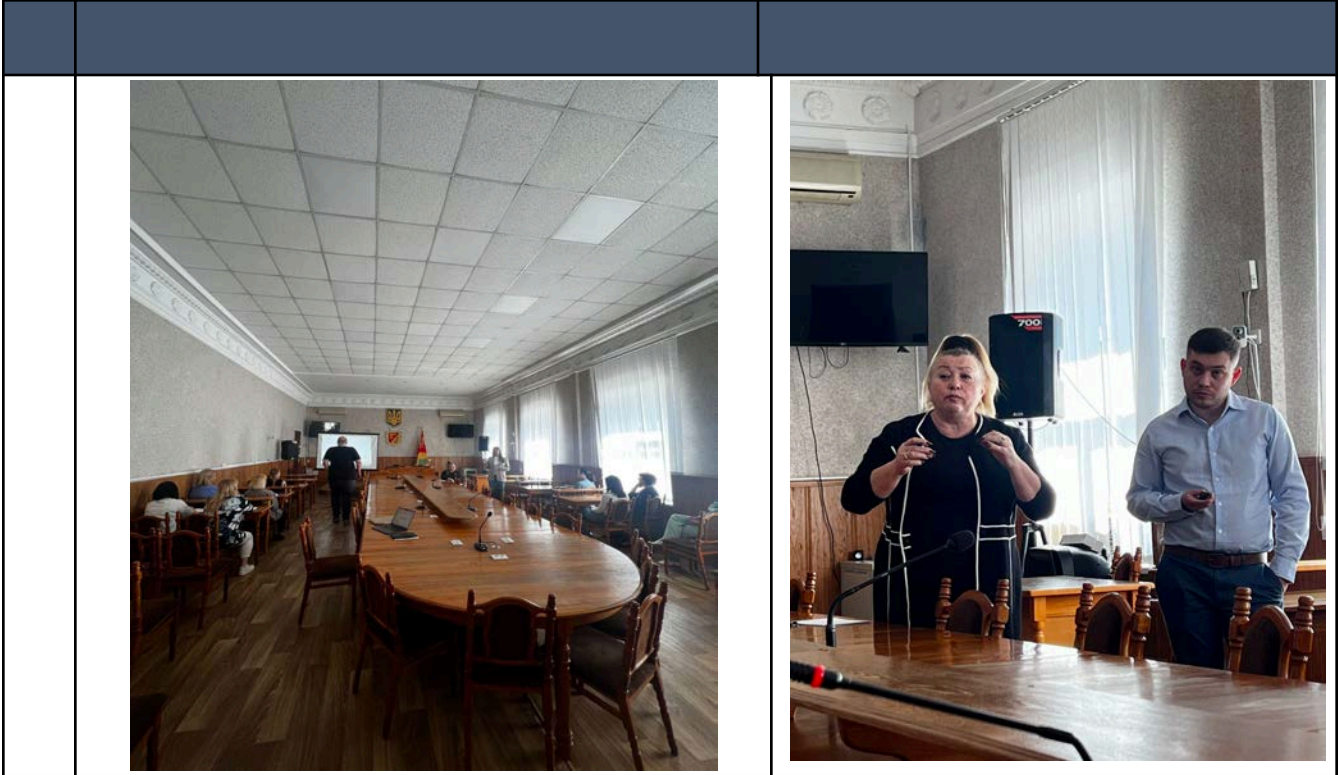
Following the event, a WhatsApp group was created, and all participants received the presentation and legal documents. The team also began collecting specific community needs to offer targeted follow-up support.

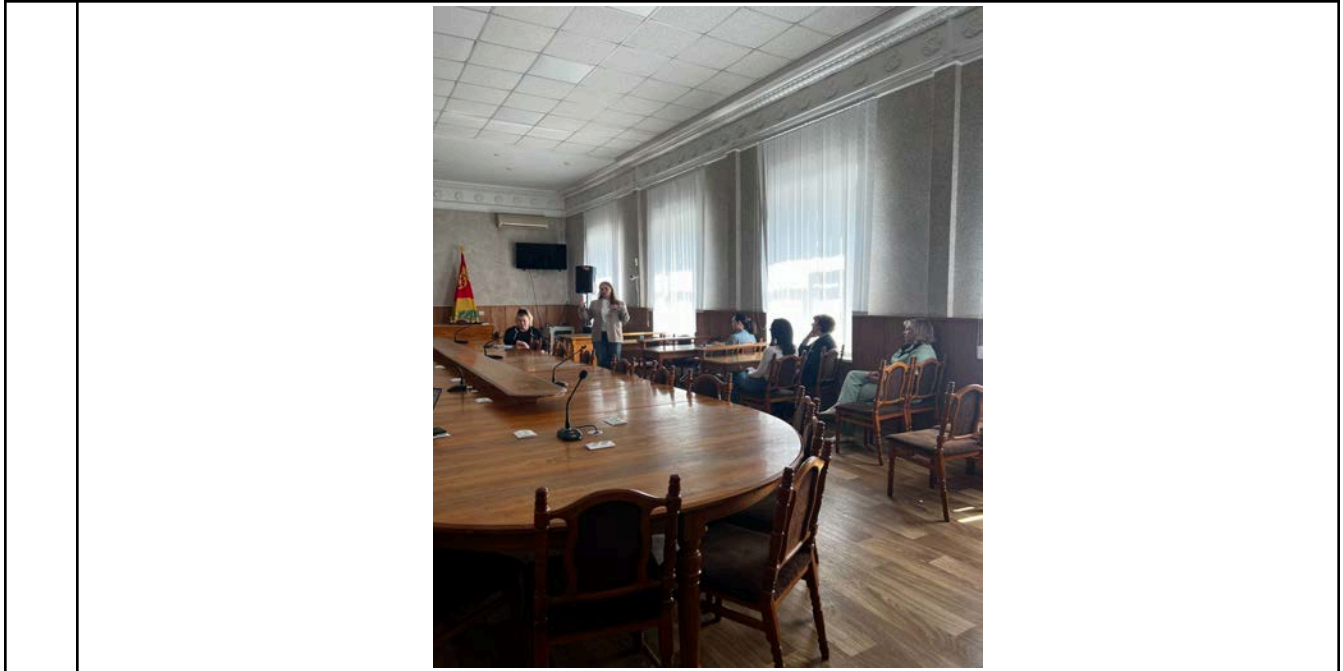
The organizers expressed their appreciation for the active participation and reaffirmed their commitment to assisting communities in navigating the new investment procedures and improving project quality.

**Respectfully submitted,**

Iryna Pitsenko, Head of CARMC

**PHOTOLOG OF MEETINGS**





#### Annex 6. minutes of a public consultations on October 22th, 2025

**Date:** October 22, 2025

**Time:** 11:00–12:50

**Platforms:** Zoom, YouTube Live Stream

**Recording of the event on Zoom:** <https://lnk.ua/pVJqAR8eP>

**Recording of the event on YouTube:** <https://www.youtube.com/live/GXn3TSqvQMQ>

A total of 1,498 participants registered. Live attendance was approximately 1,000 participants.

#### Speakers Present:

Name	Title
<b>Iryna Pitsenko</b>	Head of Project Implementation Team, I_CAN Project
<b>Vladyslava Grudova</b>	Executive Director, KSE Institute
<b>Alla Kinshchak</b>	Head of the Public Investment Department, Ministry of Economy, Environment and Agriculture of Ukraine
<b>Larysa Leshchenko</b>	Senior Implementation Advisor, I_CAN Project
<b>Vladyslav Uryvskiy</b>	Project and Compliance Support Specialist, I_CAN Project

#### Agenda:

1. Opening and introductory remarks by KSE-I
2. Introductory remarks by the Ministry of Economy, Environment and Agriculture of Ukraine
3. Presentation of the Public Investment Management Training Program
4. Q&A session and discussion
5. Closing remarks

## **1. Opening remark by KSE-I:**

Iryna Pitsenko delivered the opening remarks, outlining the purpose, theme, and objectives of the public consultation. She explained the event's format, described opportunities for participants to engage, and emphasized the importance of obtaining high-quality feedback.

## **0. Introductory remarks:**

Vladyslava Grudova outlined the essence and principles of the Public Investment Management (PIM) reform and its overall framework in Ukraine. She noted that the I\_CAN Project is designed as a dynamic initiative, with training programs regularly updated to meet evolving needs. The importance of gathering feedback from participants as a foundation for further improvement of the Program was underlined.

Alla Kinshchak welcomed participants and expressed gratitude to the Kyiv School of Economics and the World Bank for their consistent support in strengthening institutional capacity, developing human resources, and promoting knowledge sharing across all levels of governance. She emphasized that the legal and regulatory framework for the PIM reform has already been established, and therefore, the implementation of the new Training Program should commence without delay.

## **0. Presentation of the Public Investment Management Training Program:**

Iryna Pitsenko began the presentation of the Program. It was emphasized that this version of the Program was intended for collecting feedback and suggestions from participants. Iryna Pitsenko highlighted that this event marks only the beginning of a broader process of learning and experience exchange across regions, which will include expert support, the development of a knowledge base, and assistance in project preparation.

Particular attention was given to the comprehensive approach of the Training Program and the importance of inter-institutional communication among all stakeholders. The target audience was presented - regional state (military) administrations (RSAs), local self-government bodies (LSGBs), members of local councils, municipal enterprises, civil society organizations, and businesses.

Larysa Leshchenko presented the purpose, structure, and logic of the Training Program, focusing on the content of each module and their key subtopics. She then provided a more detailed overview of Module 1 "Introduction to the Public Investment Management Reform and Local Engagement," describing its main objectives and key topics covered within this module. More detailed information on Modules 2–5 was presented by Vladyslav Uryvskiy, who explained the purpose of each module, their key themes, the practical exercises to be conducted during the training, and the expected learning outcomes. Larysa Leshchenko concluded the presentation by introducing Module 6, which features an interactive format and the use of gamified learning elements.

It was also noted that the Program is enriched with practical tools that will help participants effectively apply the acquired knowledge. The modules are logically interconnected, ensuring continuity of learning and ease of navigation through the material.

Larysa Leshchenko added that the Program aims to develop participants' understanding of the public investment cycle, its alignment with local strategic priorities, and the importance of identifying relevant financing sources, including PPP mechanisms and donor programs. She concluded by emphasizing the importance of inter-institutional cooperation, effective communication, and joint engagement of all stakeholders in the implementation of the PIM reform.

## **0. Q&A session and discussion:**

### **Questions to the Ministry of Economy, Environment and Agriculture of Ukraine**

Participants raised several questions concerning the regulatory and methodological framework of the PIM reform. Specifically, they inquired about the status of developing and approving methodological guidelines for conducting economic analysis and the procedure for forming the Single Project Pipeline (SPP) for public investment projects.

Alla Kinshchak clarified that general procedures currently in effect are mandatory for state and regional levels and recommended for local authorities. Additional guidelines are also available for assessing environmental, gender, and accessibility aspects. The development of more detailed methodological recommendations, covering economic analysis, is expected to be completed by the end of November, 2025.

It was confirmed that the procedure for forming the SPP is established by the Cabinet of Ministers Resolution No. 527, dated February 28, 2025, and amended on August 26, 2025, and applies to all levels of government. Therefore, local communities (hromadas) can already use it. Regarding project prioritization, it was noted that the criteria are determined by sectoral ministries at the national level and by respective structures at regional and local levels.

### **Questions about the Training Program format**

Participants asked whether the Program would be offered free of charge, what teaching format was planned, and when the training would begin. The organizers confirmed that the Program would be implemented at no cost to participants and conducted primarily in an offline format. Regional training sessions are planned across all regions of Ukraine, with the first events scheduled for late November 2025. By the first half of 2026, the Program is expected to cover 60-70% of communities nationwide. Participant registration will be arranged through official invitation letters, and additional information will be available through the I\_CAN Project's official communication channels and social media.

### **Participants' proposals**

Among the key proposals was to expand the Program's target audience to include representatives of central executive authorities and regional development agencies that assist communities in identifying funding opportunities. Participants also raised concerns about ensuring access to training for representatives of temporarily occupied territories. The organizers noted that blended learning options, including online delivery or sessions at secure locations in safer cities, may be considered in such cases.

Oksana Holovko (Director of the Department for Investment-Innovation Development and External Relations, Donetsk Regional State Administration) delivered a particularly substantive intervention, emphasizing that the Training Program should not substitute the legal and regulatory framework of the PIM reform. She underlined the importance of distinguishing three groups of participants:

1. Entities responsible for preparing and implementing investment projects;
2. Expert groups conducting evaluations (economic, environmental, and financial);
3. Entities responsible for management, monitoring, and reporting.

She also proposed engaging lecturers and practitioners (for example, from the DREAM platform) to ensure consistency between the training materials and the actual mechanisms defined by the regulatory framework.

The issue of frontline and relocated communities was also discussed. A proposal was made to hold a separate consultation meeting dedicated to their specific cases and to develop tailored approaches to training.

### **Organizers' responses**

Iryna Pitsenko and Larysa Leshchenko thanked the participants for their contributions and confirmed that all comments would be considered in finalizing the Program. It was emphasized that the Kyiv School of Economics Institute serves as the implementing agency for the training component, and representatives of key ministries, as well as practitioners with prior experience in developing medium-term public investment plans, will be involved. The organizers reaffirmed their readiness to hold additional consultations with frontline and relocated communities to ensure the training content is fully adapted to practical needs.

### **0. Closing remarks:**

Iryna Pitsenko reminded participants of the available communication channels, including e-mail and I\_CAN's official social media pages, where updates and responses regarding the Program will be published. All questions not addressed during the event and not directly related to the Program's structure may be submitted in writing by October 25, 2025. KSE Institute will compile and forward them to the relevant ministries for consideration.

Additionally, following the public consultations, an online feedback form has been prepared where participants can provide their feedback and suggestions on the Training Program content after the event. The feedback form is available at <https://forms.gle/m3R6rLDsWyMqnvRw9>. Collected feedback will be reviewed and incorporated into the final revision of the Program.

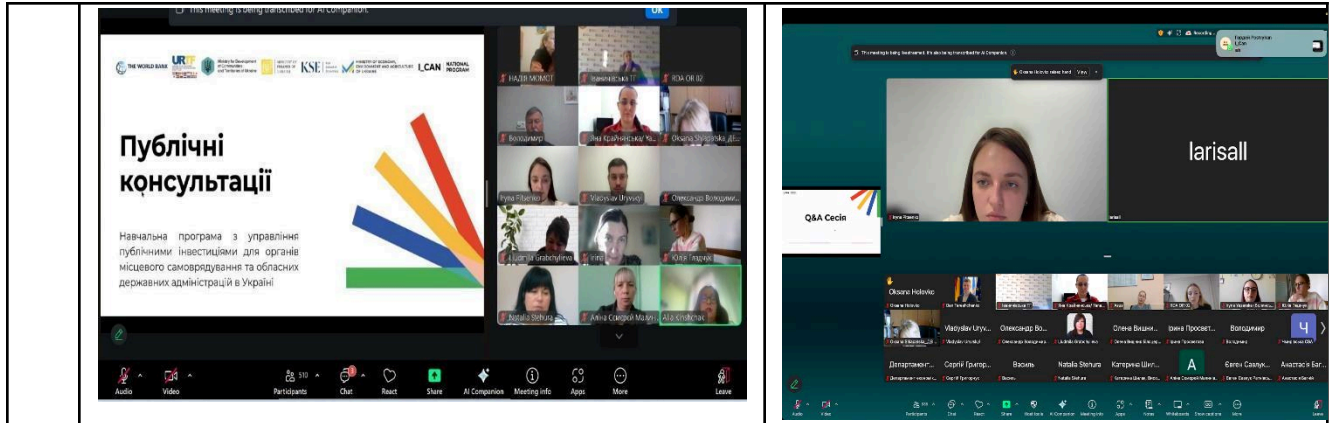
*The results of participants' feedback on the public consultations and the Training Program will be annexed to these Minutes and the updated Stakeholder Engagement Plan. Visual evidence of participation is provided in Annex 1. The links to the Zoom and YouTube recordings are available at the beginning of these Minutes.*

**Respectfully submitted,**

Iryna Pitsenko, Head of Project Implementation Team, I\_CAN Project

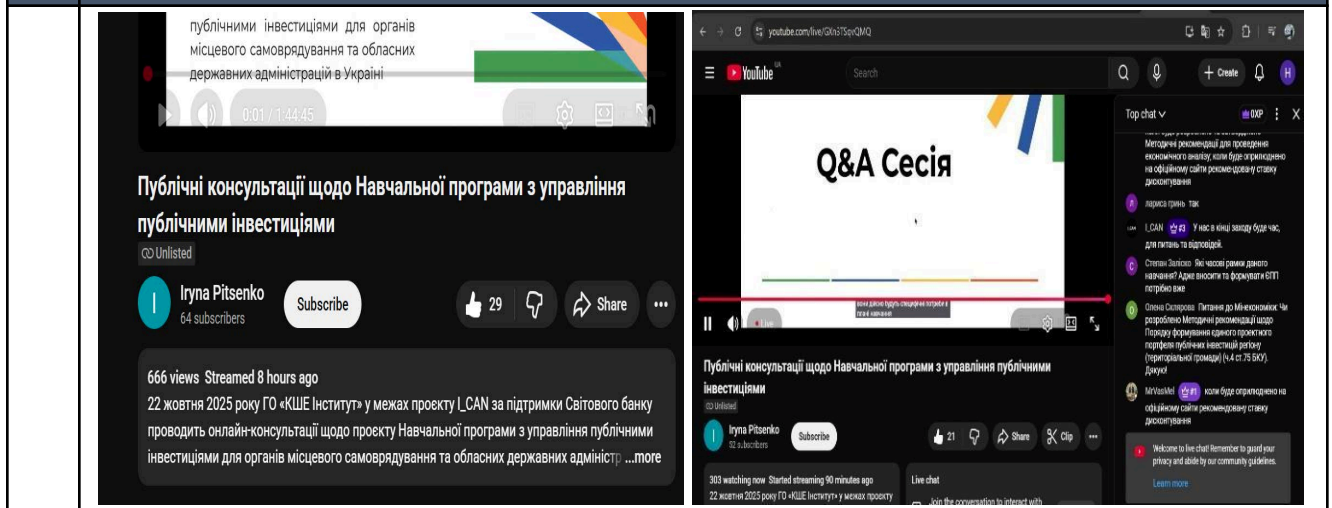
### **PHOTOLOG OF MEETINGS**

1	Zoom broadcast (peak live attendance: over 550):
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YouTube Broadcast (peak live attendance: over 350):



Annex 7 : Grievance Log

Case no.	Date Claim Received	Name of Person Receiving Complaint	Where/how the complaint was received	Name & contact details of complainant (if known)	Type of Claim	Content of the Claim (grievances, suggestions, inquiries)	Was Receipt of Complaint Acknowledged? (Y/N; if yes, include date, method & by whom)	Expected Decision Date	Decision Outcome (names of participants & date of decision)	Was Decision communicated to complainant? (Y/N; if yes, when, by whom & method)	Was the complainant satisfied with the decision? (Y/N; if no, explain why & if appeals procedure will be pursued)	Any follow-up action (by whom, by what date)?

## Annex 8. Recording the results of consultation meetings

Stakeholder (Group or Individual)	Date	Location	Number of participants ( total)	Participation of vulnerable groups	Summary of Feedback	Response of Project Implementation Team	Follow-up Action / Next Steps
All	October 22, 2025	online	1,000 participants	-	<p>1. Participants expressed concern about the possibility of representatives of frontline communities participating in the training.</p> <p>2. Participants emphasized that the training program should not replace the legal and regulatory framework of the PIM reform.</p> <p>3. Other issues</p>	Iryna Pitsenko, Vladyslav Uryvskiy	<p>1. The first step will be to hold a separate consultation meeting with these communities to discuss their specific conditions and needs.</p> <p>Based on these consultations, individual approaches to training will be developed, including a mixed format with online classes and, if possible, face-to-face sessions in safe cities.</p> <p>2. The program will be designed in accordance with existing legislation and regulations, and is not intended to replace any legal provisions. Lecturers and trainers</p>

							<p>will be engaged from among qualified specialists and practitioners who will strictly adhere to the legislative framework of the public investment management reform throughout the delivery of the training sessions.</p> <p>3. A significant portion of the feedback received went beyond the scope of the training component and fell within the competence of the relevant state authorities; these issues were recorded and forwarded to the competent authorities for consideration.</p>
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## Annex 9. SEP Performance Questions and Indicators

SEP Performance Area	Performance Questions	Indicators	Data Collection Method
Grievance Redress Mechanism (GRM)	To what extent have stakeholders been provided with accessible and inclusive mechanisms to raise issues and grievances? Are issues and grievances being submitted, and are they addressed in a timely and effective manner in accordance with the established grievance resolution timelines?	<ul style="list-style-type: none"> <li>• Are stakeholders raising issues and grievances?</li> <li>• How quickly and effectively are grievances addressed?</li> <li>• Are grievances resolved in accordance with the established processing and resolution timelines?</li> <li>• Percentage of complaints resolved within 30 days or less through the GRM</li> </ul>	<ul style="list-style-type: none"> <li>• GRM records</li> </ul>
Stakeholder engagement impact on project design and implementation	How have the results of stakeholder engagement influenced project design and implementation?	<ul style="list-style-type: none"> <li>• Evidence of interest and support for the project</li> <li>• Adjustments made during project design and implementation based on stakeholder feedback</li> <li>• Priority information disclosed to relevant stakeholders throughout the Project cycle</li> <li>• Number of stakeholder groups involved in project implementation activities</li> <li>• Number of community meetings where key messages were disseminated and discussed</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder consultation attendance sheets and minutes</li> <li>• Consultation session forms</li> <li>• Evaluation forms</li> <li>• Structured surveys</li> <li>• Social media and traditional media coverage related to project results</li> </ul>
Implementation effectiveness	Was stakeholder engagement effective during implementation?	<ul style="list-style-type: none"> <li>• Inclusiveness of the stakeholder engagement approach, particularly with regard to vulnerable groups</li> <li>• Number of stakeholders engaged in SEP activities, disaggregated by</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation schedules</li> <li>• Periodic focus group discussions</li> <li>• Face-to-face meetings and/or focus group discussions with</li> </ul>

SEP Performance Area	Performance Questions	Indicators	Data Collection Method
		gender and category of vulnerable groups	vulnerable groups or their representatives