



D4.1 Ukrainian Stakeholder roadmap

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Executive Summary

Ukrainian Stakeholder Roadmap (Stakeholder analysis methodology) under the SUN4Ukraine project outlines a structured approach to identifying, analysing, and engaging key actors that influence Ukrainian municipalities' transition to climate neutrality by 2050. It is based on collaborative mapping with project partners, desk research, and insights from Flagship Municipalities (FMs).

Stakeholders are grouped by sector (national government, donors, IFIs, CSOs, business, academia, media) and by influence (investment/finance, capacity building/replication, multilevel governance). The methodology explores their roles, challenges, and contributions to climate-related efforts. Each group's structural conditions, support mechanisms, and engagement strategies are analysed.

Additionally, the document proposes tools for stakeholder engagement (e.g., interviews, surveys, focus groups, strategic sessions) and provides an annex with guiding interview questions and contact lists for key stakeholders. It emphasizes the importance of context-specific engagement and highlights barriers and opportunities in Ukraine's complex post-war environment.

Key words

Stakeholder analysis, Stakeholder engagement, Multilevel governance, Climate neutrality

Abbreviations and acronyms

Acronym	Description
C4CA	Capacities for Climate Action
CBAM	Carbon Border Adjustment Mechanism
CES	Centre for Economic Strategy
CSOs	Civils Society Organisations
DECIDE	Decentralization for Democratic Education Development
EaP	Eastern Partnership
EBRD	European Bank for Reconstruction and Development
EECU	Energy Efficient Cities of Ukraine
EIB	European Investment Bank
ENP	European Neighbourhood Policy
EU4U Fund	EU for Ukraine Fund
EUEA	European-Ukrainian Energy Agency
FM	Flagship Municipalities
GAC	Global Affairs Canada
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HEIs	Higher Education Institutions

IBRD	International Bank for Reconstruction and Development
IDPs	Internally Displaced Persons
IFIs	International Financial Institutions
ITA	International Technical Assistance
KfW	Kreditanstalt für Wiederaufbau
NEFCO	Nordic Environment Finance Corporation
NGO	Non Governmental Organization
RES	Renewable Energy Sources
SAEE	State Agency on Energy Efficiency and Energy Saving of Ukraine
SECAPs	Sustainable Energy and Climate Action Plans
ST	Sub Task
SUN4Ukraine	Sustainable Urban Net Zero Network for Ukraine
T	Task
UCO	Ukrainian Climate Office
U-LEAD	Ukraine - Local Empowerment, Accountability and Development Programme
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
USD	United States Dollar
U-SNAP	Ukrainian Support Needs Assessment Process
WP	Workpackage

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Introduction

Municipal efforts alone cannot achieve climate neutrality in Ukrainian cities. However, municipalities can serve as catalysts for this movement by initiating action and inviting other stakeholders to unite in addressing climate challenges.

The initial activity for developing a methodology for stakeholder analysis within the SUN4Ukraine project was a meeting of five SUN4Ukraine implementing partners, all operating in Ukraine: the Association of Ukrainian Cities, Cedos, Ecoaction, Ro3kvit, and Kyiv School of Economics. This meeting served as a brainstorming session and the discussion aimed at mapping the key players who are, to varying degrees, involved in the movement of Ukrainian municipalities toward climate neutrality by 2050. This collaborative exercise enabled the validation and refinement of a stakeholder list, ensuring inclusion of diverse perspectives.

The mapping exercise proved valuable in establishing the framework for subsequently developing a methodology for stakeholder analysis. In addition, the methodology development was based on materials from ST1.1.1 Desk research and additional analysis of already available information. Information collected during the needs assessment meetings (U-SNAP) with the SUN4Ukraine Flagship Municipalities (FMs) also served as a significant reference point.

It is important to note that stakeholders in the methodology below are primarily considered from the perspective of Ukrainian municipalities (particularly SUN4Ukraine's Flagship Municipalities), as they are the beneficiaries of the SUN4Ukraine project. Given the time allocated to this task and its specific objectives, a broader analysis of stakeholders influencing Ukraine's overall achievement of climate neutrality goals cannot be covered within ST4.1.2.

It should also be noted that this methodology is most relevant as of May 28, 2025, when its development is completed. However, the environment in which FMs and the considered stakeholders operate is dynamic, so this should be taken into account in subsequent stages of WP4, particularly when working on task T 4.2 Policy, legal, and governance gap analyses.

Part 1. Desk Research: Understanding Stakeholder Influence

In this section, we have categorized stakeholders involved in achieving climate neutrality in Ukrainian cities according to their spheres of activity. This approach is also important for providing a broad outline of the environment in which local authorities of Ukrainian municipalities operate.

In total, we have identified seven such groups:

1. National government
2. Donor organizations
3. International financial institutions (IFIs)
4. Civil society organizations (CSOs)
5. Business
6. Academia and educational institutions
7. Media

National government

The national level of government plays a crucial role in Ukraine in many aspects, especially under martial law. Central authorities define, guarantee, and systematize a number of important conditions in which municipalities operate. The national level is the starting point for reforms, including decentralization, climate policy, international cooperation (such as large international technical assistance projects and loans), European integration efforts, etc., that cover the entire country and create a common legal framework.

The intention to achieve climate neutrality by 2050 at the national level was declared with the adoption by the Ukrainian parliament of [Law No. 3991-IX "On the Basic Principles of State Climate Policy"](#) in October 2024.

SUN4Ukraine's Flagship Municipalities (FMs) have identified several barriers to climate neutrality that are the responsibility of the national government.

The main ones are:

1. Unfavourable legislative environment (due to its fragmentation, inconsistency, and lack of a cross-cutting approach).
2. Imperfect bureaucratic processes that could be simplified (FMs also point to challenges in interacting with the regional level).
3. There are no mechanisms at the national level (e.g., government programs) to stimulate climate action (energy efficiency measures, transition to renewable energy sources, etc.) among the population or businesses.
4. Lack of relevant expert support that municipalities could seek.
5. An inadequate system of statistical data collection.
6. Ineffective, unsystematic environmental control and monitoring.

Conclusion. The national level of government has significant potential to develop and launch mechanisms for large-scale, systemic change. Monitoring the actions of the national authorities and interacting with various agencies and services, advocacy efforts are particularly important for designing effective governance to achieve climate neutrality in Ukrainian municipalities. At the same time, it is necessary to take into account the institutional

challenges (lack of qualified personnel, their turnover) that the public service faces at the moment in Ukraine.

Donor organizations

The necessity to defend against Russian invasion, along with damages and losses resulting from aggression, expectedly limit the resources and capabilities of Ukrainian municipalities. Therefore, in such circumstances, assistance from various donor organizations plays an important role. This includes both immediate response and provision of basic services to citizens, as well as strategic development projects that can also serve climate neutrality goals.

Among the development partners most often mentioned by SUN4Ukraine's Flagship Municipalities are GIZ, USAID, UNDP, development agencies of Canada, Japan, the governments of Denmark, Sweden, Finland, the Netherlands, Poland, and others. In total, since March 2022, almost 600 International Technical Assistance (ITA) projects [have been registered](#) in Ukraine with a total value of almost USD 5 billion.

These institutions have been helping municipalities with both immediate needs (emergency response after Russian attacks, restoration of water, energy, heating, medical and educational services, etc.) and longer-term strategic tasks: planning for recovery and further development (recovery programs, development strategies, local plans for energy, climate, mobility, etc.); modernization of urban infrastructure; development of citizens participation, among others.

The Ukrainian analytical centre "Institute for Analytics and Advocacy" [analysed](#) support provided to Ukrainian municipalities during 2022-2024 by over 160 donors. The Institute's experts proposed the following donor typology:

- UN system organizations (UNDP, UNHCR, UNICEF, UNESCO, and others);
- Government of Ukraine and other national governments;
- International development financial institutions (World Bank, EBRD, IFC, EIB);
- Development finance institutions (for example, JICA, BII);
- International development agencies (UKAid);
- Local and foreign commercial banks;
- Private investors and strategic funds;
- Charitable organizations (Howard G. Buffett Foundation);
- Municipalities from other countries (Bern, Zurich, Riga);
- Universities/academic institutions (Tallinn University, Stanford University);
- Architectural firms (Balbek Bureau).

The Institute for Analytics and Advocacy has also categorized municipal support mechanisms in Ukraine into four distinct channels:

I. Bilateral government support operating through both national and subnational levels:

- Development agency funding allocations
- Direct ministerial assistance programs
- Partner country local government initiatives

II. Multilateral institutional frameworks involving coordinated international cooperation:

- UN agency and international development bank programming
- Multi-country collaborative initiatives
- Inter-institutional partnership programs

III. **Private sector engagement** encompassing corporate and philanthropic contributions.

IV. **Specialized partnership platforms** with Ukrainian participation.

Key concerns regarding this stakeholder group include:

- **Funding volatility and sustainability risks:** The continuity of donor support can be disrupted, leading to project suspensions, revisions, or redirection of resources. A notable example is the United States Agency for International Development (USAID), which had been supporting Ukrainian municipalities in energy infrastructure restoration, energy sector reform, and energy independence initiatives. In 2025, this assistance was suspended following policy decisions by the new U.S. administration.
- **Capacity-based inequalities:** Municipalities face unequal access to donor funding due to varying institutional capacities. Those with limited foreign language proficiency, insufficient experience in fundraising, project management, or donor communications are systematically disadvantaged in securing international support. This creates a disparity where well-resourced municipalities with stronger administrative capabilities are more likely to attract funding, while those most in need of assistance may lack the technical skills necessary to navigate donor requirements and application processes.

Conclusion. This stakeholder group is one of the most diverse, and also, considering the goals and thematic focus of the actors in the group, it is precisely here that there is purposeful support for the transition to climate neutrality. Therefore, it is advisable to pay special attention to this group, regularly monitor developments, synchronize with other organisations, unite, so that support for municipalities in Ukraine becomes more integrated and effective.

International financial organizations (IFIs)

International financial institutions (IFIs) also have a long history of cooperation with Ukraine, and these ties have developed since the beginning of the full-scale invasion and the growing need for reconstruction and recovery. In particular, the main efforts of international financial institutions are focused on the macroeconomic level with the aim of supporting the country's budget and state institutions, internally displaced persons and the most vulnerable segments of the population, as well as maintaining the functioning of the economy as a whole. The main donor financial institutions for Ukraine are: the International Bank for Reconstruction and Development (IBRD), the European Bank for Reconstruction and Development (EBRD), the European Investment Bank (EIB), Kreditanstalt für Wiederaufbau (KfW), and the Nordic Environment Finance Corporation (NEFCO).

International Bank for Reconstruction and Development (IBRD)

The IBRD plays a pivotal role in coordinating responses to regional and global challenges, advancing the World Bank Group's mission through financing, the provision of guarantees, risk management instruments, and advisory support to middle-income countries and creditworthy low-income countries. According to the [information note on Ukraine's cooperation with the World Bank](#), the IBRD portfolio in Ukraine comprises 23 projects (as of January 1, 2024). Of these, 21 are investment projects in the implementation stage, while the other two are aimed at systemic support for the state budget and financial sector development.

European Bank for Reconstruction and Development (EBRD)

Since 1992, the EBRD has implemented 566 projects in Ukraine, 216 of which remain active. In 2022–2023, the Bank committed €3 billion to support Ukrainian businesses and the economy. Since 2022, the EBRD has approved and signed more than 25 new projects in the country,

focusing on energy, infrastructure, agriculture, and strengthening the resilience of the banking sector.

European Investment Bank (EIB)

Since 2007, the EIB has supported Ukraine through the European Neighbourhood Policy, the Eastern Partnership, and other EU bilateral agreements, contributing significantly to job preservation and the creation of new employment opportunities. Following the outbreak of the full-scale war in 2022, the EIB introduced the "Ukraine Solidarity Urgent Response" package. In July 2023, the Bank, together with ministers from 16 EU member states, signed statements of intent to establish the "EU for Ukraine Fund" (EU4U Fund) aimed at advancing Ukraine's recovery and reconstruction.

Kreditanstalt für Wiederaufbau (KfW)

Kreditanstalt für Wiederaufbau (KfW) is the state-owned development bank of the Federal Republic of Germany. It ranks among the leading German banks in fostering economic development domestically, across Europe, and globally. KfW's activities focus on supporting small and medium-sized enterprises, promoting sustainable construction and energy efficiency, advancing environmental protection, financing social infrastructure, as well as providing export and project financing, and refinancing services.

Nordic Environment Finance Corporation (NEFCO)

NEFCO has broad expertise in cooperating directly with municipalities, providing project financing, building institutional capacity, and monitoring outcomes. In response to Russia's full-scale invasion, in July 2022 NEFCO launched a "Green Recovery Programme" for Ukraine, aimed at supporting municipalities in rebuilding in a more environmentally friendly and resilient manner. In 2023, [NEFCO managed three new EU-funded projects](#) covering around 30 municipalities, focusing on restoring critical infrastructure, meeting urgent housing needs and building new homes for internally displaced persons.

Ukrainian municipalities cooperate with IFIs to finance large-scale infrastructure projects that require significant capital investments. At the same time, large municipalities are predominantly those that successfully use IFI services. Kyiv, Chernivtsi, Dnipro, Vinnytsia, and Mykolaiv are among the SUN4Ukraine Flagship Municipalities that have positive experience working with development banks such as the EIB, EBRD, and IBRD.

However, smaller municipalities face difficulties: on one hand, lending conditions do not match their financial capabilities, and on the other hand, funds from international financial institutions do not flow directly to local budgets. As a result, responses to war-induced challenges are slowed down by excessive bureaucracy. Currently, international financial institutions channel reconstruction funds for municipalities through intermediaries. The European Investment Bank allocates resources via the Ministry of Reconstruction as subventions to local budgets, while the EBRD provides loans through Ukrainian commercial banks. The World Bank supports the state budget by financing salaries, pensions, and key public services such as healthcare and education.

Even if IFI programs do not directly address climate issues, they enable the modernization of infrastructure facilities that are associated with a significant share of CO2 emissions and that are the responsibility of local authorities.

Conclusion. The need to rebuild Ukraine's infrastructure, which was destroyed by Russian attacks, increases the importance of IFIs to Ukrainian municipalities. Cooperation with development banks and other IFIs should consider climate-neutral strategies and the interests of smaller Ukrainian municipalities.

Civil society organizations (CSOs)

Civil society in Ukraine is a driver of change in various spheres of society, from protecting human rights and democracy to advocating for the launch of state energy efficiency programs. Thanks to the advocacy and expert efforts of CSOs, a number of important initiatives have been launched and implemented that have helped Ukraine make significant progress in public administration reforms, the fight against corruption, decentralization, and other areas.

CSOs contribute to drafting laws and developing policies, monitor authorities' actions, and often act as "bridges" between Ukraine and foreign partners—governments, donors, international projects, etc.

There are a number of CSOs that focus on working with municipalities. They analyse their needs, look for projects that will help meet those needs, and accompany them in project implementation. SUN4Ukraine's FMs mention fruitful cooperation on climate issues with Ukrainian CSOs such as Ecoclub, Ecoaction, and Dixi Group, which help, among other things, with the preparation of climate plans, project estimates, energy audits, and "hard" projects such as the installation of solar power plants at municipal facilities. Another example is the NGO SaveDnipro, which helps municipalities set up environmental monitoring, including air quality.

At the same time, in the case of support from CSOs, which is quite easy for municipalities to obtain, there is also a risk of substituting the functions of the authorities.

Conclusion. Civil society in Ukraine plays a key role in promoting reforms, advocating for policies, and supporting municipalities. Thanks to the active cooperation of CSOs with municipalities, numerous initiatives related to energy and climate have been implemented. At the same time, the issue of balancing the roles between CSOs and the authorities remains relevant to avoid the risks of delegating functions that should remain within the powers of state institutions.

Business

The full-scale invasion is not conducive to entrepreneurship, especially in the municipalities closer to the contact line. According to [an estimate](#) by the KSE Institute, as of November 2024, nearly 500 large and medium-sized private and state-owned enterprises had been destroyed or severely damaged, including tens of thousands of small private enterprises. Direct business losses amounted to \$14.4 billion. Actual figures may be higher due to a lack of data, particularly for businesses in the occupied territories.

Entrepreneurs from threatened municipalities often choose to relocate to safer regions and still continue to operate in Ukraine. For example, a number of businesses have relocated from the Kharkiv region to municipalities in Ivano-Frankivsk Oblast, in particular to the Kalush municipality, where various industrial facilities are available, given the municipality's formerly strong industrial activity.

Chernihiv, which is much more stable now compared to 2022, still has difficulties inviting entrepreneurs, including from abroad, because mechanisms have not been developed (primarily at the state level) to help with insurance and minimize risks for entrepreneurs in such municipalities.

With the assistance of the national government, donors, and civil society, Ukrainian businesses are invited to discussions and introduced to green transition prospects, potential partners, and consultants. In particular, the Green Transition Office at the Ministry of Economy of Ukraine, the European-Ukrainian Energy Agency, etc., are working on this.

Active steps can also be observed, at least in SUN4Ukraine's Flagship Municipalities, when local authorities take up and implement initiatives of the national government (in particular, the Ministry of Economy) or in cooperation with international partners—programs and support centers for small and medium-sized businesses, entrepreneurial projects of IDPs and veterans.

Municipalities organise consultations, trainings, forums, etc. for entrepreneurs, and set up business relations departments. Even in wartime, the Vinnytsia City Council is implementing a system of compensation to businesses from the local budget for the installation of renewable energy sources.

At the same time, municipalities point out a number of problematic issues with regard to business:

- Low level of responsibility of businesses (in particular, those that generate significant amounts of greenhouse gas emissions), while the municipality has no leverage over them.
- Low readiness to participate in the green transformation (businesses are often not interested in energy-efficient solutions or do not have the resources to implement innovations).

Conclusion. Due to Russian aggression, the Ukrainian economy is suffering significant losses, and entrepreneurs have to operate under conditions of threats and uncertainty. At the same time, there are examples of Ukrainian businesses demonstrating resilience and adaptability, looking for ways to recover and develop. These factors should be taken into account when determining the place of business and its involvement in the transition to climate neutrality.

Academia and educational institutions

The involvement of research institutions in implementing climate neutrality in municipalities is limited by systemic challenges faced by municipal administrations, such as a lack of funding, staff, outdated equipment, etc.

At the same time, there are some positive examples in the Flagship Municipalities:

- The Chernivtsi city municipality is cooperating with a consortium of universities (Yuriy Fedkovych Chernivtsi National University, National Forestry University of Ukraine, Mendel University (Brno, Czech Republic) to study beech virgin forests, their climate role, and potential for biodiversity conservation.
- Dnipro City Council has signed a memorandum of cooperation with 12 universities in the city, which are already involved in joint measurements, projects, and research in ecology and energy efficiency.
- Mykolaiv is engaging scientists, including ones from the tech departments, from Petro Mohyla Black Sea National University, to conduct research necessary to create a system of energy islands in the city.

The scope of this stakeholders group's activities also includes responding to the significant shortage of qualified specialists, especially in the technical field, who are competent to plan

and implement climate neutrality projects. For example, in Ukraine, there are [43 HEIs that have the "Earth Sciences" major](#), where there is currently only one educational program related to climate. It is called "Meteorology and climatology" in Odesa (Odessa National University named after I.I. Mechnikov). Also, there are over a hundred other universities that offer training in the field of ecology. Informal learning resources can be used to fill this gap, as the [UNESCO Report says](#).

This could partially include school education, which could include introductions to these professions and skills. An example of positive steps in this direction is the intention to open new specializations related to renewable energy sources (design and installation of solar power plants), thermal modernization, and energy management at a vocational education institution that was relocated to Novovolynsk from Myrnohrad municipality in Donetsk Oblast.

Other positive examples of Ukrainian academia seeking to strengthen the transition of Ukrainian cities to climate neutrality and find their place in this process include [the UniCities](#) project funded by the European Union under the ERASMUS program. The project aims to unlock the transformative potential of Ukrainian universities to build climate-neutral and sustainable cities. For instance, the Kyiv Polytechnic Institute, within the UniCities project, has developed a [new training course](#), "Methodological foundations for smart city development and strategies for climate change adaptation and mitigation."

Insufficient level of awareness about climate change and the need to protect the environment among citizens is a problem that all SUN4Ukraine's Flagship Municipalities have pointed out. At the same time, most also mentioned school and preschool education as one of the ways to influence the situation. They mentioned both changes at the national level, in the curriculum, to focus more on climate literacy, and additional initiatives, extracurricular activities, environmental and climate education clubs, etc. Non-formal education, which would include adults, was also mentioned, but to a lesser extent.

Conclusion. The role of the academy and schools is crucial for such comprehensive changes as climate neutrality. It is this group that should be the focus of long-term efforts. At the same time, there are needs that the academy or schools can already address: when scientists can act as consultants, join consortia of ongoing projects (with the support of donors or IFIs), and educational institutions can offer short-term retraining programs or act as a platform for exchanges and experiments.

Media

In Ukraine, there is no established circle of media or individual reporters who focus exclusively on climate issues. According to the results of [a study](#) conducted by the NGO Ecoaction and the Commission on Journalistic Ethics, this is due to a lack of knowledge on the topic of environment and climate change and a lack of contact with specialists who are experts in environmental issues. However, despite these challenges, more and more Ukrainian journalists are becoming interested in climate change, its manifestations, and consequences.

The main and most influential media covering climate change are Ukrinform, Hromadske, Suspilne, Channel 24, Focus, Rubryka, and others. Among the journalists, we should highlight Mariana Verbovska, author of the [tutorial "How to write about climate change in Ukraine?"](#) and winner of the largest Ukrainian competition "Honor of the Profession" for her coverage of the impact of climate change on the Odesa region, "Water is close."

Conclusion. Despite the absence of an established media community specializing only in climate change, more and more Ukrainian journalists are showing interest in this issue, actively covering it and emphasizing its relevance.

Part 2. Identifying Key Players and Strategies for Their Engagement

Successful implementation of programs aimed at achieving climate neutrality requires a clear understanding of who influences decision-making, policy-making, and change implementation. Identifying key (most influential) stakeholders in each relevant group is a critical step in project planning and implementation.

The selection was based on the analysis of the formal and informal influence of stakeholders, the level of involvement in decision-making processes, and the potential ability to facilitate or hinder the implementation of changes. The choice is justified by the context in which each group operates and the role that individual actors play in interaction with other stakeholders.

Whereas the first section of the methodology typified stakeholders *by their area of activity*, the following analysis focuses *on their influence*. It is important to emphasize that this is not a duplication of the previous classification, but rather the identification of three key areas of influence that allow for a deeper understanding of the roles and functional significance of different actors in the context of implementing the climate neutrality program.

On investment, financing, and financial planning. This area covers stakeholders who directly shape the financial framework for climate action, both by providing access to capital and by developing financial mechanisms and strategies. Their role is critical for mobilizing resources, sustaining projects over the long term, and setting financial priorities for climate action.

On Capacity building, replication, and scale-up. This category includes actors that facilitate knowledge transfer, strengthen institutional capacity, introduce innovative practices, and create conditions for scaling up successful initiatives. Their activities create an environment of learning, support, and adaptation that allows for sustainable change at various levels.

On Multilevel Governance. Stakeholders in this group can influence policy-making, promote harmonization between different levels of government, from local to national, and ensure that climate goals are integrated into broader development frameworks. Their contribution is particularly important for creating consistent, coordinated political will and synergies across sectors.

The spheres of influence listed above do not directly coincide with the division of stakeholders by industry, but they allow us to better reflect the logic of systemic interaction between the process participants.

On investment, financing, and financial planning

Stakeholders involved in investment, financing, and financial planning play a key role in achieving climate neutrality at the national and local levels. Effective planning and implementation of climate initiatives require a thorough analysis of these actors' roles, resources, and relationships.

In particular, identifying key stakeholders allows for a realistic financial framework, building effective partnerships, and ensuring the sustainability of funding and technical support. To do this, it is advisable to rely on a number of analytical factors that allow us to assess both the real and potential impact of different actors on climate change.

When identifying key stakeholders in investment, financing, and financial planning as part of a climate neutrality program, it is important to rely on a number of factors that help assess both the actual and potential impact of various actors:

- financial resources and capacity
- institutional influence and authority
- level of cooperation with other actors and influence on other groups
- amount and directions of financing
- availability of technical support and maintenance tools
- linkage to current and future investment frameworks
- multisectoral approach and interdisciplinarity
- current activity in Ukraine and flexibility to wartime conditions
- formation of institutional memory and sustainability of projects

A systematic consideration of the above factors allows not only to map relevant stakeholders but also to understand the logic of their interaction with each other, the potential for coalition cooperation, and adaptability to complex contexts, including martial law. This helps lay the groundwork for strategic planning, strengthening institutional resilience, and integrating climate priorities into long-term development policies.

Below are key actors in this group, with brief descriptions to help understand their impact on the bigger picture.

- GIZ (EU4ClimateResilience, Ukrainian Climate Office): formulate technical frameworks and ensure alignment with European climate goals, and have access to governmental decisions.
- UNDP (UNDP Green Energy Recovery) combines financing, technical assistance, and political presence and participates in large-scale programs, including energy recovery.
- EBRD: a key financial player in the green transition; provides large amounts of financing and support for infrastructure projects.
- EIB: Critical for reconstruction, already financing large state and municipal projects.
- International Renaissance Foundation (Democracy and Good Governance Program): supports local initiatives that can integrate climate change into community-based activities.
- Recovery for All (funded by Global Affairs Canada and implemented by Alinea International): an example of partnership between national governments and local communities, with innovative approaches to gender and climate integration.
- Council of Europe: not the main source of funding, but an important actor in the field of standards, good governance, and citizens' engagement.

Thus, identifying and analysing key stakeholders in the areas of investment, financing, and financial planning is a critical element for the effective promotion of climate initiatives. Taking into account the range of their resources, powers, capacity for cross-sectoral cooperation, and adaptability to war conditions allows building a sustainable climate neutrality financing architecture. This approach not only ensures alignment with international goals but also strengthens local institutions. It promotes the formation of long-term partnerships and increases the effectiveness of implementing climate transformations in difficult socio-economic conditions.

On Capacity building, replication, and scale-up

Capacity building, scaling up successful solutions, and ensuring their replication in new contexts are critical components of a long-term climate transition. In this process, the key role is played by actors who are able not only to produce effective models but also to disseminate them through training, analytics, open access to methodologies, and the development of partnership networks.

The following factors are important for identifying key actors in the field of capacity building, replication, and scale:

- Ability to build institutional capacity
- Multiplication capability: access to networks and platforms
- Availability of scalable solutions or methodologies
- Financial and institutional stability
- Trust and reputation among local partners
- Integrative ability to bring actors together

Below are organizations and initiatives that are highly effective in this area and can be identified as key players with whom to engage.

- The Association of Ukrainian Cities covers municipalities across the country, is a channel for institutional communication with municipalities, conducts training and forums, collects feedback from the local level, and is ideal for studying scaling mechanisms and knowledge transfer between municipalities.
- Covenant of Mayors-East creates a common platform for climate/energy strategies at the local level, has tools for monitoring, replication, and implementation support, offers model support for climate neutrality, is a powerful hub of experience from the bottom up, and also provides exchange among the involved municipalities.
- Ro3kvit: a model initiative for creating sustainable development environments, working at the intersection of community support, governance, and climate innovation, an important entry point for analysing new approaches to strengthening municipalities capacity.
- Kyiv School of Economics: an educational partner with qualitative research, analytics, and executive education programs, can be a source for developing knowledge transfer models, valuable for assessing how the academic sector can support long-term scaling
- The EU Anti-Corruption Initiative: strengthens the capacity of local governments to govern transparently, works at the intersection of trust, good governance, and open practices, and is critical in the context of replicating trustworthy governance models
- Reconstruction and Development Agency: has a direct mandate to implement large infrastructure and climate projects, coordinates programs with donors, develops project packages, and its scaling processes can dictate standards for other players
- U-LEAD with Europe: has a deep network of work with local governments, a strong training and methodological base, and is able to pack knowledge into replicable formats.
- DiXi Group: public think tanks with a focus on energy efficiency and climate policy, actively promoting practices that can be scaled up (especially at the local level).
- Ukrainian Climate Network: a wide network of civil society organizations that work at the intersection of climate, energy, mobility, and urbanism, have a deep understanding of the local context - from small towns to regional centers, implement educational and

advocacy campaigns, and disseminate ready-made solutions, tools, cases, and act as a bridge between local initiatives and international frameworks (in particular, Climate Action Network Europe, works with municipalities to support local climate planning, policy analysis, and monitoring of implementation).

The identified stakeholders demonstrate different models of influence on capacity building, from a deep local presence to the ability to form cross-sectoral and cross-level connections.

Their activities demonstrate how the synergy of education, trust, communication, governance practices, and openness can achieve a large-scale effect. At the same time, it is worth noting the need to support those institutions that already possess the knowledge, channels, and tools that can ensure high-quality replication of climate solutions. As a result, these actors can become the focal points for the deployment of large-scale transformation and the consolidation of sustainable climate action in municipalities across the country.

On Multilevel Governance

Establishing an effective multi-level dialogue is a key prerequisite for integrating climate goals into public policy, local planning, and international cooperation. In a context where climate challenges require coordinated action at all levels – from the municipality to the national government – it is of particular importance to identify stakeholders who can act as facilitators of such processes. It is not only about formal powers, but also about the ability to maintain a dialogue, form interagency ties, translate requests from the bottom up into strategic documents, and, at the same time, adapt national or international frameworks to local realities.

In this context, it is important to take into account several factors that allow us to identify the most influential actors in the field of multilevel interaction:

- They have an impact on policy-making at the national, regional, or local level.
- They participate in the development of strategic documents, such as climate strategies, Sustainable Energy and Climate Action Plans (SECAPs), integrated transport, energy, or spatial plans.
- They have a mandate or the ability to conduct interagency/intersectoral coordination.
- They engage in international or intermunicipal dialogue, for example, through participation in the Covenant of Mayors, the European Green Deal, or decentralization support initiatives.
- They have the resources and/or legitimacy to facilitate dialogue between levels—local ↔ national ↔ international.

The key stakeholders in this group with whom interaction should be built for more effective multilevel dialogues are the following:

- The Ministry of Environmental Protection and Natural Resources of Ukraine is the main body responsible for developing climate policy.
- The Ministry for Development of Communities and Territories of Ukraine coordinates policy in the field of spatial planning, transport, and sustainable development.
- The State Agency on Energy Efficiency and Energy Saving of Ukraine (SAEE) participates in the development of energy efficiency policies.
- Committees of the Ukrainian parliament—the Verkhovna Rada of Ukraine (in particular, on environmental policy, energy, and local self-government).
- The EU Covenant of Mayors – East is a key facilitator of multi-level dialogue, bringing together municipalities, technical experts, and donors.

- GIZ, UNDP, EU4Climate, EU4Energy projects – many of them are working on multilevel coordination.
- The Association of Ukrainian Cities, established in 1992, brings over three decades of institutional experience to local government representation and municipal rights advocacy.
- All-Ukrainian Association of Communities, founded in 2009, has maintained its focus on serving small rural and semi-urban municipalities.
- Center for Economic and Environmental Research, DiXi Group – with expertise in energy policy and sustainable development.

Stakeholders who can facilitate cross-level policy dialogue are not just channels of communication but also integrators who stitch together individual policies into a coherent framework for the transition to climate neutrality. Their influence is manifested in their ability to reduce decision fragmentation, translate local needs into national agendas, and adapt international commitments to specific governance and spatial contexts. Supporting such actors is critical to strengthening vertical coordination, coherent policy-making, and creating a common climate narrative that recognizes the role of all levels of government.

The most relevant ways to interact with the identified key players on the path to climate neutrality:

Type of involvement	Special feature of involvement	Who to engage	Risks and challenges
In-depth interviews	They allow collecting qualitative information about the experience, vision, and practices of key stakeholders. Important for identifying drivers of change, barriers, and informal decision-making mechanisms. Most relevant for strategic, donor, and analytical actors.	GIZ, UNDP, EBRD, EIB, International Renaissance Foundation, Ministry of Environmental Protection, DiXi Group	• Limited representativeness (opinion of individuals) • Dependence on the level of openness of the respondent • Time required for preparation and analysis
Survey	They provide a quantitative understanding of positions, expectations, and readiness for action. They can reach a wide audience—municipalities, businesses, and executive bodies—and are relevant for comparing different groups or regions.	Local governments (municipalities), businesses, CSOs, academia, regional administrations	• Low level of engagement/completion • Superficial answers • Possible audience bias (more active/technical people)
Focus groups	They allow the collection of group dynamics and conflicting or complementary positions. They are well-suited for validating results or for shaping a common vision. They	Municipal representatives, local CSOs, business associations	• Dominance of individual participants • Socially desirable answers

	are valuable when working with municipalities, local NGOs, and business associations.		• Requires an experienced moderator
Workshops	They allow to create a shared vision, solution design, or process mapping. They are a tool for simultaneous facilitation and data collection. Ideal for multi-stakeholder processes, roadmaps, or scaling models.	Local governments, business networks, public sector innovators, donors	• Dependence on the quality of facilitation • Not all participants are equally active • It can be difficult to synthesize the results
Monitoring of social networks and open platforms	It gives an idea of the current dynamics of activities, reactions, and trends that are not always visible from official communication. Useful for analysing network activity, identifying new or "weak signals". It complements other methods well, especially for dynamic tracking	Ukrainian Climate Network, media actors (e.g., Hromadske, Rubryka), civil society influencers	• Data is not always representative • Users' motivation isn't obvious • Possible distortion due to information bubbles
Design sessions	Joint development of prototypes of policies, solutions, and scaling models. It goes well with workshops and consultations. Especially relevant when planning to test or scale up climate initiatives.	Reconstruction and Development Agency, municipal teams, academia	• It can be difficult to engage non-specialists • Requires moderation and visualization skills • Risk of overly conceptual or impractical solutions
Strategy sessions	Bringing together representatives of different levels (local, regional, national, international) to develop a vision, agree on roles and priorities.	Ministries (Environmental Protection; Communities and Territories), EIB, GIZ, Association of Ukrainian Cities	• The risk of formality / "ticking the box" • Difficulty in coordinating the time and composition of participants from different levels • May be limited by existing policies
Policy Labs	Testing specific solutions in a co-creation mode (together with communities, business, and government).	Local governments, business networks, public	• It takes time for testing and analysis • Limited scaling

		sector innovators, donors	without political support • The need for cross-sectoral coordination
Climate schools	Deepening understanding of the problem among stakeholders (especially local governments, businesses, and communities).	Community representatives, CSOs, media, academia, local governments, businesses	• They need to be adapted to the audience (not all have the technical background) • Can be perceived as a "lecture" without practical results • Risk of information overload
Climate panels	A representative group of citizens or stakeholders who consider the climate issue and develop recommendations.	Community representatives, CSOs, media, academia	• High organizational and resource costs • Difficulty in ensuring representativeness • It takes time to prepare and process the results
Public consultations/hearings	It is especially relevant for discussing changes in climate plans, master plans, and energy strategies, where the interests of many groups are involved.	Municipalities, local residents, NGOs, SMEs, utilities companies, urban planning departments	• Often reduced to a formality • An active minority can dominate • It is difficult to ensure feedback and trust
Scenario workshops / futuristic modelling	To consider long-term scenarios of climate impacts and their socio-economic consequences. Important for strategic planning.	Ministry of Economy, think tanks, academia, local planning departments	• Require scenario thinking skills • Can be perceived as abstract • The difficulty of translating scenarios into policy decisions

The stakeholder engagement pathways outlined in the table are not intended as a prescriptive list of actions to be taken with all actors. Rather, they provide a structured overview of possible forms of interaction, which can serve as a reference point for subsequent tasks of the project. This approach allows the project team to later prioritise the most relevant stakeholders for climate neutrality and energy transition, and then apply the suggested methods of engagement in a systematic and well-informed way.

Conclusion

The analysis undertaken demonstrates that achieving climate neutrality in Ukrainian municipalities requires not only the mobilization of local authorities but also the active engagement of a wide range of stakeholders. Each group—government institutions, donors, IFIs, civil society, businesses, academia, and the media—brings specific resources, expertise, and influence to the process. At the same time, the wartime context imposes serious constraints, making coordinated action and mutual reinforcement among actors all the more necessary. Climate neutrality cannot be attained in isolation but must instead be approached as a systemic, multi-actor, and multi-level process.

The stakeholder mapping further highlights the unevenness of opportunities and capacities across municipalities. Larger and better-resourced cities are often more successful in securing international financing and partnerships, while smaller municipalities face structural barriers to accessing support and implementing innovative projects. In addition, the report also highlights the importance of recognising that stakeholders from different fields exercise varying forms of influence—financial, political, technical, or social—that directly shape the success of climate action. Mapping and understanding these spheres of influence is essential to designing interventions that are both strategic and equitable.

Finally, the methodology emphasizes that the effectiveness of stakeholder engagement lies not only in identifying key players but also in designing formats for meaningful interaction that foster trust, alignment of priorities, and adaptability to changing conditions. In this sense, climate neutrality becomes both a technical and a governance challenge—one that requires long-term commitment, resilience, and the ability to integrate climate priorities into broader recovery and development agendas. By strategically engaging with stakeholders across levels and sectors, Ukrainian municipalities can strengthen their role as catalysts of transformation and ensure that the path toward climate neutrality remains both ambitious and achievable.

Annex 1. List of resources to monitor

Key Topics for Monitoring:

- Critical changes in regulations and strategic documents at the national and regional levels which are essential for achieving climate neutrality.
- Changes at the local policy level regarding climate action.
- Advocacy statements, expert recommendations, studies, reports, and other work by civil society organizations (CSO) that address changes necessary for achieving climate neutrality in Ukrainian municipalities.
- Changes in the business sector that impact the achievement of climate neutrality.

Resource/platform	Summary/description	Link
Official web portal of the Cabinet of Ministers of Ukraine	The portal contains official government decisions (resolutions, orders, plans), news and statements from the Prime Minister and ministers, information about public services, reforms, budgets, and reports, and other materials. Here are presented the main news from all ministries of the Ukrainian government; however, it may also be appropriate to visit the official websites of individual ministries.	https://www.kmu.gov.ua/en Among individual ministries, the most relevant to climate neutrality issues may be the following: • Ministry of Environmental Protection and Natural Resources of Ukraine > https://mepr.gov.ua/ • Ministry for Development of Communities and Territories (covers the areas of transport, infrastructure development, housing, and communal services, as well as reconstruction and regional development) > https://mindev.gov.ua/en • Ministry of Energy > https://www.mev.gov.ua/en/ • Ministry of Economy > https://me.gov.ua/?lang=en-GB • Ministry of Finance of Ukraine > https://mof.gov.ua/en/

		Catalog of all official websites of Ukraine's executive authorities > https://www.kmu.gov.ua/catalog
Office of the Deputy Prime Minister for European and Euro-Atlantic Integration of Ukraine	This is the Office's communication platform, which publishes the latest information on Ukraine's EU integration, including related reforms.	https://eu-ua.kmu.gov.ua/en/ The Office's team also prepares weekly digests with the main news: https://eu-ua.kmu.gov.ua/en/digest/
Official websites of regional administrations (regional authorities)	Information on these sites may be relevant for understanding policies that cover Ukraine's regions (oblasts) and may impact municipalities.	Kyiv Regional Administration's website as an example: https://koda.gov.ua/en/
Official websites of Ukrainian municipalities (local authorities)	Such websites should publish key official information regarding local government decisions, announcements of events important to citizens (including participation, public discussions, etc.), data on infrastructure development, investments, international projects, and more.	Vinnytsia city council's website as an example: https://www.vmr.gov.ua/en
The State Agency on Energy Efficiency and Energy Saving of Ukraine (SAEE)	This is the official website of the central authority overseeing state policy on energy efficiency, renewable energy, and alternative fuels in Ukraine.	https://saee.gov.ua/en

Green Transition Office	This is the official website of the Green Transition Office – an independent advisory body under Ukraine's Ministry of Economy that helps implement reforms in green transition, energy, and climate policy. The Office is funded by the UK Agency for International Development and implemented by the NGO "Dixi Group".	https://gto.dixigroup.org/en/
Portal "Decentralization"	The portal publishes information important for local government authorities – legislative innovations, explanations, commentary, best practices, and training programs. On average, the portal has approximately 3 million users annually. The portal is supported by the Swiss-Ukrainian project "Decentralization for Democratic Education Development" (DECIDE).	https://decentralization.ua/en
Ukrainian Climate Office	The official website of the Ukrainian Climate Office (UCO), an independent entity promoting education, policy advocacy, and innovation on climate change and sustainable development in Ukraine. UCO operates within the "Capacities for Climate Action (C4CA)" programme, part of the IKI Interface Project "Green Ukraine".	https://ukrainian-climate-office.org/en/
RISE Ukraine Coalition	RISE Ukraine is a coalition of Ukrainian and international organizations, state institutions, and activists working to ensure integrity and participation in Ukraine's reconstruction. Its priorities include accountability mechanisms, transparent data, fair compensation for war damages, digital reconstruction tools, and active engagement of citizens and businesses in planning and oversight.	https://www.rise.org.ua/ The RISE's weekly newsletter is worth attention since it's regular and well-prepared to provide a digest of the most important news on the reconstruction of Ukraine

The Association "Energy Efficient Cities of Ukraine" (EECU)	Founded in 2007, the EECU unites 102 Ukrainian cities across all regions. It is a member of "Energy Cities" and "Climate Alliance", and serves as the only national support structure of the Covenant of Mayors in Ukraine. EECU supports its member cities through consultations, events, training, joint projects, and study tours.	https://enefcities.org.ua/en/
Resource and Analysis Centre 'Society and Environment'	The Center is a non-profit think tank dedicated to environmental policy and law research, capacity building, and the implementation of innovative initiatives in Ukraine and the wider region. Currently, the Center is focused mostly on the following two topics: • Green post-war reconstruction and recovery of Ukraine • Ukraine's accession to the EU: environment and climate change.	https://rac.org.ua/en/
European-Ukrainian Energy Agency (EUEA)	EUEA is an independent business association dedicated to the development of the Energy Efficiency and Renewable Energy sectors. Each month, the EUEA sends out a diverse digest of news & events.	https://euea-energyagency.org
Centre for Economic Strategy (CES)	The Centre for Economic Strategy is a Ukrainian NGO think tank, established in 2015, that promotes sustainable and inclusive economic growth through independent policy analysis and support for reforms.	https://ces.org.ua/en/

Ukrainian Climate Network	Ukraine's largest association of pro-climate civil society organizations and initiatives, encompassing approximately 40 organizations from various regions of Ukraine. The Network's main areas of activity include educational work, advocacy, and participation in shaping national climate policy.	https://ucn.org.ua/?lang=en
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Annex 2. List of Questions to Interview the Identified Groups of Stakeholders.

It should be noted that the list of questions provided is not meant to be exhaustive, nor is it required that every question be posed to each stakeholder in the group. This list should be utilized as a guiding tool to facilitate conversation, but attention should also be paid to the stakeholders, allowing for adjustments to the questions as necessary.

a. Local Governments:

1. Do you have specialized programs/plans/concepts that target sustainability (sustainable urban mobility plan, environmental strategy, etc.)? If not, why? What are the challenges? Is there any work in this direction?
2. Which of the points of strategic documents have already been implemented in the context of climate neutrality, and which have not? Why is this the case?
3. Is there a shortage of specialists in the market? How does it manifest itself? Do you see the solution that will help overcome the difficulty of recruiting staff in local governments?
4. What solutions proposed by the experts cannot be implemented in the city? What are the barriers?
5. Are there enough government programs of support? Which of them works best? What results have been achieved?
6. Which measures cannot be implemented by local authorities? Why? How do you see the solution to this problem?
7. Does Ukraine need to create grant program mechanisms for local governments? If yes, what are the top priorities?
8. How to change the level of financial support for environmental initiatives from the state and local budgets?
9. Does each municipality require specialized departments, offices, or working groups to address climate neutrality issues? How should they be located in the government structure?
10. How does the municipality involve NGOs, businesses, and academia in the development and implementation of climate policies?
11. Does the municipality use local democracy tools (public discussions, participatory budgeting, etc.) to develop climate strategies?
12. Do you know of any examples of successful cases from other cities in Ukraine or Europe that you would like to use in your municipality?
13. Does the municipality have access to quality data on emissions, energy efficiency, and environmental conditions? How is it monitored?
14. Are international financial mechanisms (grants, loans, partnership programs) available to your municipality to implement climate neutrality projects? If not, why?
15. What initiatives for energy independence and transition to RES (renewable energy sources) are being implemented or planned in the municipality? What hinders or facilitates this?
16. Does the municipality have experience in cooperation with businesses in the field of decarbonization? What partnership mechanisms are effective?
17. How are the principles of sustainable mobility implemented in your city? Is there a strategy for the development of public transport and cycling infrastructure?
18. Are climate change adaptation issues taken into account in urban planning (green spaces, cooling solutions, water conservation, etc.)?

19. Is there a policy to promote energy efficiency for utilities providers, businesses, and residents? How effective is it?
20. What are the challenges in meeting commitments under international initiatives such as the Covenant of Mayors or other climate programs?
21. What are the main obstacles to implementing enhanced monitoring of greenhouse gas emissions at the municipal level?
22. How does the municipality work with the population to raise environmental awareness and engage in climate neutrality initiatives?
23. What measures are being implemented to reduce waste and improve recycling?
24. Does the municipality experience pressure or influence from business or political structures in implementing climate initiatives?
25. What legislative changes do you consider necessary to achieve climate neutrality at the local level?
26. Do you have any mechanisms for communicating with other municipalities to share experiences in implementing climate solutions?
27. How do you assess the prospects for achieving climate neutrality in your municipality in the next 30 years?

b. To the Ministry for Development of Communities and Territories of Ukraine

1. How well is the strategy implemented as of 2024? Which sections have been implemented, which have not yet been started?
2. What important changes need to take place (including those initiated by the central government bodies) to make Ukrainian municipalities more capable and independent? What is/should be in the sphere of influence of the Ministry to enable such changes? What can the Ministry (or wider government cooperation) do to achieve this?
3. Sustainable development of municipalities (including urban municipalities). What do you think about the possibilities of implementing this concept in Ukrainian realities?
4. Is the Ministry implementing measures targeted at climate neutrality? What is the role of the following points in the strategic vision of the Ministry for Development?
 - 1) Overcoming the consequences of climate change.
 - 2) Decarbonization, which includes reducing emissions and transitioning to clean energy sources across various sectors, such as energy and transport.
 - 3) Addressing the effects of war damage.
5. What tools (financial, regulatory, advisory) are already in place to support municipalities in the climate transition? What tools are missing?
6. What are the main obstacles to implementing climate-neutral policies in municipalities? Are there conflicts between short-term economic goals and climate goals? Which ones?
7. Are strategic documents on post-war recovery being developed in the context of climate neutrality? Who is involved in their development?
8. What are the obstacles that prevent the Ministry from providing better support to municipalities?
9. What actions does the Ministry expect municipalities to undertake? What internal changes are needed to enhance their effectiveness in achieving climate neutrality?
10. What is the role of regional authorities? How can they effectively support municipalities in achieving climate neutrality?
11. How is coordination between the central government, regional authorities, and local levels ensured? What are the communication gaps, and how can they be addressed?

12. Is it necessary to create mechanisms for joint grant programs for academia, public sector, business, and local authorities in Ukraine? How can such grants be used?

c. Civil society:

1. Are you familiar with the concept of "climate neutrality"?
2. How does climate change affect municipalities? What effects of climate change have you noticed, if any?
3. What are the important changes in policies and regulations that need to take place for Ukrainian municipalities to become more capable and independent? Which of these changes depend on national, regional, and local authorities?
4. What is your experience of working with Ukrainian municipalities? What lessons have been learned that will help to achieve more successful and sustainable cooperation?
5. What can civil society do to effectively assist urban municipalities in sustainable development and in achieving climate neutrality?
6. What tools for public participation are effective, and which ones are not?
7. How do civil society organizations participate in shaping municipal climate policies?
8. Is there a demand from municipalities for educational programs on climate neutrality and sustainable development? What formats are most effective?
9. Are there problems with the implementation of local initiatives due to administrative or bureaucratic obstacles? How can they be addressed?
10. How can communication between civil society organizations and local authorities on climate policy issues be improved?
11. Do you face opposition or resistance from local authorities, businesses, or the residents in implementing your initiatives?
12. What is the role of the media in covering the activities of CSOs in the field of climate neutrality? Is there sufficient cooperation?
13. How dependent is the public sector on international donors?
14. How can the public sector become more financially independent and reduce dependence on donor funds?
15. What are your expectations for the future of climate initiatives in Ukraine? Are there opportunities to enhance their influence on public policy?
16. Are there any sustainable platforms for trilateral dialogue (municipality, business, public)? How effective are they? Why?
17. What is needed to improve cooperation between the business and government?
18. What are the biggest obstacles that prevent CSOs from influencing local climate policies?
19. What strategies can be implemented to enhance donors' understanding of the current situation in Ukraine?
20. Is there a need to create mechanisms for grant programs for the public sector in Ukraine?
21. Do you feel competition for donor funds? How does this affect the long-term sustainability of the sector?

d. Academia:

1. Is the concept of "climate neutrality" present in educational programs? Do you think that this topic is given enough attention?
2. Do you have experience in cooperation with municipalities? What is it like?

3. What hinders academic institutions from establishing more active and effective cooperation with municipalities? What do you find lacking in terms of collaboration?
4. Are universities or their representatives involved in the development of urban development strategies?
5. Is there a demand from municipalities for research in the field of climate neutrality?
6. How can academia help urban municipalities in sustainable development and in achieving climate neutrality specifically?
7. How can municipalities make better use of academic potential? What are the most effective formats of cooperation?
8. Is there a low demand for narrow-profile specialties? If so, how can this be corrected?
9. What challenges do universities encounter regarding the entrenched status of certain faculty members, especially when their expertise may be insufficient?
10. How does the complexity and bureaucratic nature of academic credentialing affect the opportunities for early-career scholars?
11. What obstacles arise from inadequate funding, and how do these impact university operations?
12. Can institutions effectively address issues related to the quality of academic publications and the overall standard of research conducted?
13. Does your university cooperate with businesses? If yes, how? If not, why?
14. Do you have any experience working with startups or innovative projects in the field of climate technologies?
15. Is there a need to create grant program mechanisms for the academic municipality in Ukraine?
16. Does your institution have international partnerships in climate research? What best practices can be adapted for Ukraine?
17. Are there sufficient conferences, seminars, and training programs in Ukraine focused on climate neutrality and sustainable development? Are the audiences well-informed about these events? What formats are lacking?
18. Could you provide examples of effective implementation of research in local policy or business?
19. How do you assess the level of awareness of students and teachers about climate change? Is it necessary to change approaches to environmental education? In what way?
20. How can we enhance the popularization of climate science in society? Can the academic community communicate its research to citizens more effectively?
21. Are there any prospects for developing joint research centers between universities, municipalities, and businesses to implement climate neutrality solutions?
22. Do you consider it necessary to create a state program to support young scientists in the field of climate research?
23. What are the main challenges in implementing scientific advancements in local climate policy?

e. Media:

1. What role does the coverage of Ukrainian municipalities, specifically their development and achievements, play in your media outlet?
2. How can Ukrainian media, in general, and yours, in particular, help urban municipalities improve?
3. Do you think the collaboration between local authorities, CSOs, and media is adequate? What can municipalities or supporting organizations do to enhance cooperation with the media?

4. Do you cover the concepts of climate neutrality, decarbonization, or sustainable urban development in your materials?
5. What formats of climate reporting—such as reports, journalistic investigations, or interviews—are most effective for engaging the audience?
6. What challenges does the media face in covering local climate initiatives with high quality?
7. Do you encounter disinformation regarding climate issues? If so, what tools do you use to combat it?
8. Is it easy to find experts who can provide quality commentary on climate neutrality issues? How do you verify their expertise?
9. To what extent does the business sector exert pressure or influence on the media?
10. How does your media outlet choose topics to cover? Is there audience demand for materials on sustainable urban development and climate neutrality?
11. How have the topics of your climate-related materials changed in recent years? Do you see an increase in audience interest?
12. Do you receive feedback from local municipalities or readers after your climate-related publications? How does this feedback influence your work?
13. What resources or support does the Ukrainian media need to improve their coverage of climate neutrality?
14. What role does independent journalism play in shaping climate policy in Ukraine?
15. Do you see any positive changes in government policy to support media coverage of environmental and climate issues?
16. What cases from international journalism could be useful for Ukrainian media in covering the topic of climate neutrality?
17. Which initiatives or media outlets in Ukraine are effectively covering climate issues? What makes their coverage stand out?

a. Business:

1. Do you consider sustainability to be part of your business's competitive advantage? How does it affect your operations?
2. Do you see a need for legislative changes that would encourage businesses to green their production and operations?
3. What are the main challenges you face in achieving climate neutrality?
4. What legislative obstacles do you encounter when implementing your activities?
5. What could help improve your cooperation with local governments?
6. Do you have experience partnering with municipalities and public organizations? If so, what was that experience like?
7. Are you facing any administrative or regulatory barriers to implementing environmental initiatives?
8. Does your company have access to national or international green business support programs? What are the effective elements, and what changes would you suggest?
9. Does your company implement environmentally friendly technologies or energy efficiency solutions? What challenges do you face in doing so?
10. What innovations in the field of emissions reduction or sustainable development do you consider most promising for Ukraine?
11. Do you notice an increase in demand for environmentally friendly products/services from consumers?

12. Are Ukrainian consumers willing to pay more for green products or services?
13. How do you assess the environmental awareness of your customers and partners?
14. Do international partners or suppliers influence your environmental standards?
15. What government initiatives do you consider to be the most effective in encouraging businesses to decarbonize?
16. Is Ukrainian business ready for the introduction of the EU carbon tax (CBAM) and other international environmental standards?
17. What are the main risks for businesses in connection with climate policy changes in Ukraine and the world?
18. How can businesses contribute to the formation of a culture of environmental responsibility among the population?
19. What are your expectations for the development of green business in Ukraine?

Concluding Remarks

This annex presents a comprehensive set of guiding questions aimed at facilitating meaningful, structured, and flexible interviews with a wide range of stakeholder groups—local governments, national authorities, civil society, academia, media, and business. These questions are intended not only to gather information but also to stimulate reflection, uncover barriers and opportunities, and help stakeholders articulate their roles in Ukraine’s transition toward climate neutrality.

The list should be used adaptively, recognizing the diverse contexts and capacities of interviewees. Questions may be selected, rephrased, or supplemented to ensure relevance and engagement. The ultimate goal is to support a richer understanding of current practices, gaps, and potential for collaboration in advancing sustainable, resilient, and climate-neutral development across Ukrainian municipalities.

The insights gathered through these discussions will form a crucial foundation for shaping policies, strategies, and support mechanisms that align with Ukraine’s broader climate and recovery goals.