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GLOBAL ECO-INDUSTRIAL PARKS PROGRAMME

UKRAINE

GLOBAL ECO-INDUSTRIAL PARKS PROGRAMME



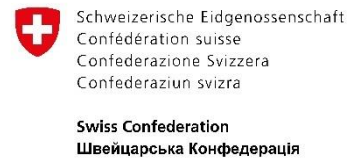
Stakeholders in Eco-Industrial Park Development in Ukraine

2025 Update



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Executive Summary

This report analyses the project stakeholders involved between 2019 and 2025. The initial stakeholder mapping was conducted during GEIPP-I Ukraine in 2019 and updated in 2021¹ to include recommendations for strengthening synergies between stakeholders. This led to the creation of an Interdepartmental Working Group (IWG) as an advisory body to the Ministry of Economy, Environment and Agriculture of Ukraine, as well as the GEIPP-II Ukraine Project Advisory Board.

In 2025, Phase II of the Global Eco-Industrial Parks Programme – Ukraine: Country-Level Intervention (GEIPP-II Ukraine) was launched. Based on the results of stakeholder engagement, the GEIPP-II Ukraine stakeholder matrix was updated. The key stakeholders of the project are the Ministry of Economy, Environment and Agriculture of Ukraine, the Ministry for Communities and Territorial Development of Ukraine, the Committee of the Verkhovna Rada of Ukraine on Economic Development, SECO, the Ministry of Finance of Ukraine, IP initiators, IP management companies, regional and state administrations, local councils, business associations and unions, academic and scientific institutions (detailed in Annex A). In 2025, the Association of Eco-Industrial Parks of Ukraine and the All-Ukrainian Public Organisation «Living Planet», which developed the National Standard "Eco-Industrial Parks: Sustainability Criteria and Assessment Methodology," and other stakeholders expressed a high level of interest in the project's activities and in promoting a favourable EIP policy in Ukraine for the period 2026-2030.

Analysing and comparing the report prepared in 2021, one can clearly trace a trend towards expanding the circle of GEIPP-II Ukraine stakeholders, increasing their interest and raising the relevance of the initiative in line with the current conditions of the circular economy development in Ukraine, in particular through the implementation of IP and EIP. An important part of this process is adherence to the principles of gender balance when engaging stakeholders, which complies with the requirements of current legislation and contributes to greater social justice and the effective implementation of the project.

The conduct of information and awareness-raising events, the creation of platforms for the exchange of experience between existing and potential IP participants, developing educational programmes, organising training sessions and promoting the concept of EIP among students, representatives of enterprises, business associations and international organisations — all contributed to expanding the circle of stakeholders, developing EIP policy in Ukraine, as well as achieving sustainable development goals and implementing the International EIP Framework.

¹ <https://geipp-ukraine.org/onovlennya-ocinki-zacikavlenih-storin-2021/>

1.Introduction

1.1. Global Eco-Industrial Parks Programme (GEIPP-II Ukraine)

Compared to traditional industrial parks, eco-industrial parks significantly reduce the environmental footprint, promote efficiency gains, foster community cohesion, enhance access to finance and strengthen business competitiveness. Good international industry practice demonstrates numerous economic, environmental, and social benefits offered by eco-industrial parks (EIPs). The objective of the second phase of the Global Eco-Industrial Parks Programme (GEIPP-II Ukraine) is to: (i) promote circular economy approaches in industries, (ii) mitigate the climate impact of industries and, (iii) help the industrial parks to adapt to the negative consequences of climate change. The programme will achieve this by continuing to facilitate the uptake of EIP approaches in scaling up resource efficiency, minimizing waste, promoting recycling, and improving economic, environmental, and social performances of businesses, thereby contributing to inclusive and sustainable industrial development in a circular economy.

UNIDO's Global Eco-Industrial Parks Programme, is entering its second phase 2025-2028 with SECO funding. With basic capacity building and EIP piloting undertaken in GEIPP phase I, GEIPP-II Ukraine is moving from demonstration of the benefits towards facilitation and replication of EIP approaches. The objective of GEIPP-II Ukraine is to promote circular economy approaches, to mitigate and adapt to changing climate by continuing to facilitate the uptake of Eco-Industrial Park concept in scaling up resource productivity, minimizing waste, promoting recycling and improving economic, environmental and social performances of businesses, thereby contributing to inclusive and sustainable industrial development in a circular economy.

GEIPP-II Ukraine continues to advance the integration of EIP approaches into industrial parks policies in Ukraine as well as on the ground in established industrial parks. As a new area of activities, GEIPP-II Ukraine will support the Ministry of Economy, Environment and Agriculture of Ukraine programs aiming at establishing of new industrial parks and/or clusters to provide a sustainable basis for company relocation and new investments in the (post) conflict circumstances in the country. The large number of such smaller, newly established industrial parks and zones, is making this part of GEIPP-II Ukraine scalable for additional support.

Outcome 1: EIPs incentivized and mainstreamed in relevant policies and regulations.

Outcome 1 entails the establishment of an effective policy, regulatory, and institutional framework enabling the offtake of EIP principles and approaches into relevant sector policies, planning, and financing. Based on experiences under GEIPP-I Ukraine, this Outcome seeks strengthening the local human resource base as a transversal development theme, which is particularly relevant given the country's present circumstances.

- » Output 1.1. Integration of EIP approaches into circular economy-related and industrial policies.
- » Output 1.2. Fostering national EIP recognition schemes including certification, awards and supporting capacity building.
- » Output 1.3. Supporting EIP replication and EIP investments.
- » Output 1.4. Ensuring sustainability of industrial cluster through EIP approach.

Outcome 2: EIP opportunities implementation, with economic, environmental, and social benefits achieved by industrial parks and their enterprises confirmed.

Outcome 2 follows the GEIPP's programme-based approach and ensures that country-level results are reported in accordance with the overall reporting format and structure agreed between SECO and UNIDO. It offers a continuation of EIP assistance to Phase-I priority IPs, while expanding its support to additional parks, which will be primarily greenfield developments under an industrial cluster approach.

- » Output 2.1. Consolidation of cooperation with GEIPP-I Ukraine priority parks – Ukraine country-level intervention.
- » Output 2.2 Up-scaling of EIP opportunities implementation in new priority parks prioritised in GEIPP-II Ukraine.
- » Output 2.3 Country-wide facilitation of EIP implementation and establishment of self-sustaining EIP capacities.
- » Output 2.4 Development of clusters through EIP approach.

1.2. Relevance

The present report is part of Ukraine country-level intervention project, which was launched in April 2025 and will be implemented for four years. Output 1.1, “Integration of EIP approaches into circular economy-related and industrial policies” comprises activities to contribute to the development and implementation of EIP policies and regulations. This comprises continued support to the EIP policy development process in Ukraine, updating the gap analysis, developing EIP policy and regulation proposals, and devising a national strategy and roadmap.

Activity 1.1.1 involves updating the policy gap analysis and stakeholder mapping. This activity updates the stakeholder map developed under GEIPP-I Ukraine. It also revises the policy gap analysis to reflect the evolving national policy landscape. It identifies opportunities for enhancing policies and regulations at the central, sectoral, and local levels. The project collaborates closely with all stakeholders to carry out these updates. The gap assessment identifies technology gaps and includes the drafting of an action plan for technology transfer, with particular emphasis on circular economy approaches. Typical technologies include water treatment, heat recovery, waste material recovery, energy-efficient appliances, as well as process-specific measures.

According to the Implementation Handbook for Eco-Industrial Parks (2017), the vital step in scoping EIP interventions is to identify stakeholders and their expectations, analyse their power, influence, and interest to enable a sound transition to EIP models and maximize long-term benefits. It will help to determine which stakeholder groups need to be involved throughout the project implementation and assist in specifying the terms of engagement. The Implementation Handbook for Eco-Industrial Parks (2017)² recommends conducting a stakeholder mapping, defining an overall strategy involving the different stakeholder groups, and developing the action plan with concrete instruments and tools to apply the various stakeholder groups.

² <https://geipp-ukraine.org/dovidnyk-iz-vprovadzhennia-pryntsyypiv-eip/>

In particular, the results of the Stakeholder Mapping Report (2021)³ were used to establish the Advisory Board for the project and to form the official Interdepartmental Working Group on EIP policy development by the Ministry of Economy, Environment and Agriculture of Ukraine.

According to the Implementation Handbook for Eco-Industrial Parks (2017)⁴, stakeholders are any organisation or group affected by or which can affect industrial parks' efforts to implement an eco-industrial park. Stakeholders include local community members, government officials, NGOs, other companies inside and outside the industrial park, or other different groups or individuals.

EIP policy implementation covers different policy sectors, notably economic, investment, environmental, industrial, fiscal, spatial/territorial development, and land use planning. It requires creating multiple interrelations among the respective policy stakeholders. Awareness raising and support for capacity building of decision-makers in the country will enhance their influence and involvement in the EIP policy implementation, creating a consolidated and targeted framework for EIPs and motivating businesses to transform into EIPs. The international framework for EIPs developed by UNIDO, the World Bank Group, and GIZ encourages partners and stakeholders to adopt the frameworks' recommendations for planning, development, management, operations, and monitoring of EIPs. By adopting an international EIP framework to national conditions, the country can move systematically towards more inclusive and sustainable industrialization.

1.3. Objectives of this report

The objectives of this report are the following:

- » Update the stakeholder map developed under GEIPP-I Ukraine.
- » Revise the policy gap analysis to reflect changes in the national policy landscape.
- » Identify opportunities for policy and regulatory enhancements at the central, sectoral, and local levels.
- » Suggest a work plan for the years 2026-2030 for EIP policy capacity-building.

3 <https://geipp-ukraine.org/onovlennya-ocinki-zacikavlenih-storin-2021/>

4 <https://geipp-ukraine.org/dovidnyk-iz-vprovadzhennia-pryntsypiv-eip/>

2. Methodology

2.1. Policy tool for stakeholder assessment in Ukraine

The methodology used in this report is based on developments of UNIDO for EIP policies^{5,6} and the UNIDO Policy Support Tool⁷ developed for the GEIPP Programme.

Stakeholders⁸ are organisations or groups that can influence IP's efforts to develop and implement the EIP policy. Stakeholders can represent local communities, governmental institutions, NGOs, companies inside and outside the IP, and other interested groups.

Initially, it was essential to identify proper stakeholders based on their impact, concerns, needs, mandates, influence, and contribution to effective collaboration and coordinating the implementation of the EIP for the successful implementation of the GEIPP in Ukraine. Identified stakeholders are expected to engage others from the outset to broaden participation and dialogue. National decision-makers and stakeholders/constituents influence sustainable development issues. At the same time, their knowledge of the concept and benefits of the EIP is limited. Therefore, the GEIPP-II Ukraine supports raising awareness and capacity building for all groups of identified stakeholders through various instruments, from widely targeted workshops and training to targeted measures for decision-makers and pilot IPs.

This report contains an analysis of the engagement of stakeholders in EIP policy development within the GEIPP-Ukraine Project implementation in 2025. The report includes an updated estimation of stakeholders' influence and interest, identified in the GEIPP-I Ukraine Project Document and Stakeholders Assessment Report (2021).

The identified stakeholders are to be involved in EIP development in Ukraine. Their capacities should be considered when developing and implementing the EIP policy and should be supported to foster synergy and achieve effectiveness.

2.2. Sources of information for stakeholder assessment in Ukraine

In 2025, the data about stakeholders in the sphere of IP and EIP in Ukraine was taken from the following sources:

- » News and updates on official webpages of state bodies and institutions, newly adopted legislation, national economic and socio-environmental strategies and policies, and available draft legislation developed during 2021-2025;
- » Interviews with members of the Interdepartmental Working Group on EIP policy development through the established questionnaire (Annex A) based on modules and objectives of the UNIDO policy tool;
- » Meetings with key stakeholders and the GEIPP-I Ukraine beneficiary, the Ministry of Economy, Environment and Agriculture of Ukraine, throughout 2021-2025;

5 <https://geipp-ukraine.org/dovidnyk-iz-vprovadzhennia-pryntsyv-eip/>

6 <https://geipp-ukraine.org/mizhnarodni-ramkovi-polozhennia-pro-eip/>

7 <https://geipp-ukraine.org/zvit-z-analizu-polityk/>

8 <https://hub.unido.org/sites/default/files/publications/UNIDO%20EIP%20Implementaton%20Handbook%20-%20English.pdf>

- » Workshops and meetings conducted by the GEIPP-I Ukraine in 2021-2025 for a wide range of stakeholders, four meetings of the Interdepartmental Working Group on EIP policy development and nine meetings of the Advisory Board of the GEIPP-I Ukraine.

To ensure proper involvement and collaboration with stakeholders, the GEIPP-II Ukraine project team has at each step along the way, consulted with UNIDO EIP experts in the headquarters during the process. This action ensures that the EIP implementation is aligned with the global best practices.

3. Analysis of the Engagement of Identified Stakeholders

3.1. Stakeholders involved in GEIPP-II Ukraine

From 2021-2025, the GEIPP-I Ukraine project actively engaged stakeholders in various activities. These activities focused on baseline studies, raising awareness, and capacity building related to the EIP framework and industrial symbiosis, which are central to the project's objectives.

Many stakeholders have been involved and will be involved further in forming and implementing the EIP policy in Ukraine. The UNIDO policy tool was used to create the stakeholder impact assessment matrix. The Stakeholder Mapping Report (2020) outlines detailed information about the estimating approach. The matrix helps to identify key stakeholders based on their impact on and interest in the EIP Policy.

The update on the Stakeholder Matrix of the GEIPP-II Ukraine project, based on results of the GEIPP-II Ukraine project activities in 2021-2025, shows that some stakeholders have changed their position due to recent developments and updates on IP policy and visible initiatives to further contribute to EIP policy development. This report contains only an update on the Stakeholder Matrix of the GEIPP-I Ukraine project. The initial estimation and description of stakeholders are given in the Stakeholder Mapping Report (2020). **Annex A** provides a basic list of stakeholders.

Advisory board

In 2021, the Advisory Board of the Project was established. It aims to generate useful ideas for the Country-Specific Steering Committee (CSSC) during the project implementation and empower the private sector to speak up and raise their needs and visions on EIP development. According to the developed TOR, the Advisory Board comprises representatives of the state and regional authorities, national, international, and sectoral organisations, and academia. The Advisory Board helps to enhance communication with and among the stakeholders and results in inclusive and comprehensive recommendations, based on the current economic situation and country-specific requirements. As of August 2025, nine meetings of the Advisory Board have been held.

Interdepartmental Working Group

The Project collaborates with the Interdepartmental Working Group on EIP Policy Development in Ukraine (IWG), which operates as a National Commission on IPs. The IWG was established by the MinEconomy on 5 May 2021. As of August 2025, four meetings have been held. The IWG involves 18 entities and aims to mainstream the EIP approach into national policies. The IWG is expected to operate continuously until 2028 and consolidate efforts to create a comprehensive legislation package to support EIP implementation in Ukraine.

According to the 2024 update⁹, the IWG comprised representatives from 13 institutions, particularly, the Committee of the Verkhovna Rada of Ukraine on Economic Development, the Ministry of Economy, Environment and Agriculture of Ukraine, the Ministry of Education and Science, the Ministry of Energy, the Ministry for Development of Communities and Territories of Ukraine, Antimonopoly Committee of Ukraine, The State Agency for Energy Efficiency and Energy Saving of Ukraine, the Chamber of Commerce and Industry of Ukraine, the State Enterprise “Office for Attracting and Supporting Investments”, the Association of Ukrainian Cities, the European Business Association, NGO “Living Planet”. Detailed information on powers and members of the IWG is given in **Annex B**.

In 2020-2024, with the contribution of GEIPP-I Ukraine, the Government of Ukraine prioritised transition of traditional industrial parks to the EIP model via adoption of the Strategy for the Development of Industrial Parks for 2023-2030 with the EIP perspective and the Operational plan for 2023-2025 for its realization. The Strategy incorporated the initial suggestions of the EIP Policy Action Plan developed within the GEIPP-I Ukraine in 2021. Currently, the Strategy is under implementation and legal introduction of eco-industrial park concept is ongoing.

Upon the request of the Ministry of Economy, Environment and Agriculture of Ukraine (MinEconomy), UNIDO proposed to introduce amendments to the eco-industrial parks concept to the Law of Ukraine “On Industrial Parks” and other relevant laws to the MinEconomy. The draft amendments include the EIP definition, basic criteria for EIP, powers of relevant authorities to approve detailed criteria for EIPs, assigning EIP status, monitoring, and verification. As of July 2025, according to the Government procedures¹⁰, the draft Law is being under official public discussions¹¹ with stakeholders. At the same time, on 14 October 2024, the draft Law on Amendments to Certain Legislative Acts of Ukraine on Improving the Functioning of Industrial Parks¹² was submitted by the Committee of the Parliament on Economic Development and the following points are included in the draft Law on introducing the EIP model: the EIP definition, basic criteria for EIP, powers of relevant authorities to approve detailed criteria to EIP. As of August 2025, the draft law is being prepared for its second reading. At the same time, the Economic Committee of the Parliament of Ukraine submitted to the Parliament the draft Law on Amendments to Laws of Ukraine on Improving the Functioning of Industrial Parks¹³ which contains the EIP definition, and powers of the Government of Ukraine to approve detailed criteria for EIPs. Both laws are complementary to each other.

The results of the IWG functioning showed that this form of collaboration is effective for raising discussions between decision-makers and influence associations, raising interest between different stakeholders on the EIP model, exchange of knowledge on current stakeholders’ activities which can contribute to the EIP promotion and development, and coordination of stakeholders’ actions for targeted EIP development.

9 The order of the Ministry of Economy of October 16, 2024 No. 24380 re-approved the composition of the Interdepartmental Working Group on Implementation of the Policy for the Development of Eco-Industrial Parks

10 Regulations of the Cabinet of Ministers of Ukraine: <https://zakon.rada.gov.ua/laws/show/950-2007-%D0%BF#Text>

11 In accordance with Article 9 of the Law of Ukraine On the Basics of State Regulatory Policy in the Field of Economic Activity, the Ministry of Economy of Ukraine published on its official website the draft Law of Ukraine "On Amendments to the Law of Ukraine "On Industrial Parks" regarding the improvement of the functioning of industrial parks and the introduction of the eco model - industrial park": <https://me.gov.ua/Documents/Detail?lang=uk-UA&id=b0059d2c-0ce6-4c54-bf3b-fd40273d634f&title=ProektZakonuUkrainiproVnesenniaZminDoZakonuUkrainiproIndustrialniParkiSchodoVdoskonalenniaFunktsionuvanniaIndustrialnikhParkivZaprovadzhenniaModeliEkoinustrialnogoParku>

12 <https://itd.rada.gov.ua/billInfo/Bills/pubFile/2562438>

13 <https://itd.rada.gov.ua/billInfo/Bills/Card/45012>

The MinEconomy notes that the Interdepartmental Working Group was created in the framework of the GEIPP-I Ukraine Project to prepare recommendations and proposals for regulatory development policy of eco-industrial parks, and the MinEconomy appreciates support of UNIDO in implementing the model of eco-industrial parks in Ukraine¹⁴.

3.2. Update on the Stakeholder Matrix of GEIPP-II Ukraine

The **Ministry of Economy, Environment and Agriculture of Ukraine (MinEconomy)** serves as a national counterpart and primary beneficiary of the project, closely collaborating with the GEIPP-II Ukraine team, Embassy of Switzerland to Ukraine, and UNIDO. Country-Specific Steering Committee meetings are held twice a year, typically in June and December. The MinEconomy plays a critical role in EIP policy development due to its official powers and competence, including EIP provisions to the National Economy Strategy of Ukraine by 2030 and draft Strategy for IP development and establishing an official IWG which strengthened collaboration and synergy between decision-makers and leading business associations for development and promotion of EIP policy.

The MinEconomy plays an active role in implementing the state program "**Made in Ukraine**", initiated by the President of Ukraine. This program is aimed at stimulating domestic production, attracting investment into the national economy, supporting Ukrainian manufacturers, and expanding the output of high value-added products. Its key objective is to promote the development of competitive enterprises, boost exports, and strengthen demand for Ukrainian-made goods both in domestic and international markets. Under the "**Made in Ukraine**" program, at least **12 industrial parks** across various regions – including Zhytomyr, Vinnytsia, Volyn, Lviv, Khmelnytskyi, Kyiv, and Rivne – received funding in **2024–2025**, totaling over **EUR 20.5 million**. This financial support significantly contributed to the development of engineering, transport, and energy infrastructure in these areas.

The **Committee on Environmental Policy and Nature Management** plays an important role in ensuring the environmental component during the formation and implementation of policy in the field of eco-industrial parks. The Committee considers legislative initiatives related to eco-industrial parks in terms of their compliance with the principles of environmental protection, rational use of natural resources, and compliance with environmental standards. In the process of creating and operating industrial parks, the Committee promotes the inclusion of requirements in legislation regarding: conducting environmental impact assessments, using green technologies and energy-efficient solutions, waste management and emission reduction. It monitors the government's activities in the field of environmental policy implementation, which may include checking the environmental safety of industrial parks. At the conceptual and strategic level, the Committee promotes the idea of creating eco-industrial parks that meet international standards of sustainable development, including the circular economy, renewable energy sources, and minimisation of environmental impact.

The **Committee of Verkhovna Rada of Ukraine on Economic Development** (the Parliament Committee on Economic Development) showed its high interest in IP development by pushing for amendments to the Law on IP. The working group on industrial park development, established under the Committee, completed work on a new draft law, and on 14 October 2024, the Verkhovna Rada of Ukraine registered the draft law of Ukraine 'On Amendments to Certain

¹⁴ Following the letter of the MinEconomy № 3905-02/49366-07 dated 11.10.2021

Legislative Acts of Ukraine Regarding the Improvement of the Functioning of Industrial Parks' (reg. No. 12117). The draft law provides for the expansion of powers, incentives, and infrastructure support for participants. On 5 November 2024, the Committee considered and approved for adoption in the first reading the draft Law of Ukraine on Amendments to Certain Legislative Acts of Ukraine Regarding the Improvement of the Functioning of Industrial Parks. The amendments that were initiated include:

- » clear delineation of the functions of all entities in an industrial park;
- » allowing the initiator of an industrial park to simultaneously be the managing company in a single legal entity;
- » expansion of the list of activities of industrial park participants;
- » expansion of the list of facilities that can be located within an industrial park;
- » introduction of the concept of an 'eco-industrial park';
- » regulation of the rules for locating other facilities within an industrial park, except for industrial ones: training centres, catering establishments, etc.

The Ministry for Development of Communities and Territories of Ukraine (MinDevelopment) plays a systemic and multifaceted role in the development of industrial parks as a key instrument for spatial and economic development of the regions. Given its mandate in regional policy, territorial planning, and infrastructure development, MinDevelopment is actively involved in shaping the regulatory framework governing the establishment and functioning of industrial parks. In particular, the Ministry contributes to the development of national strategies and programs that define approaches to the advancement of industrial infrastructure within territorial communities. Furthermore, MinDevelopment plays a critical role in approving strategic documents — such as the **Strategy for the Development of Industrial Parks for 2023–2030**¹⁵ — ensuring their alignment with regional priorities and spatial planning objectives. As part of these processes, the Ministry acts as a coordinator between central executive authorities and local self-government bodies, facilitating the integration of industrial parks into broader socio-economic development plans of the territories. Thus, MinDevelopment role extends beyond regulatory support, encompassing strategic oversight to create favorable conditions for the effective operation of industrial parks as hubs of investment activity and job creation.

The MinDevelopment supported the development of the abovementioned amendments to the Law of Ukraine 'On Industrial Parks' and continues to provide incentives for IPs, which was foreseen by draft Laws № 2330-IX¹⁶ and № 2331-IX¹⁷, which were developed as a package to the adopted law amendments. The draft laws provide for:

- » exemption from income tax for 10 years, provided that the portion of profits exempt from taxation is reinvested;
- » exemption from import VAT and customs duties on production equipment, with no right to dispose of such equipment for 5 years;
- » the right of local authorities to grant exemptions from certain local taxes (property tax, land tax, land rent).

15 <https://zakon.rada.gov.ua/laws/show/176-2023-%D1%80#Text>

16 http://w1.c1.rada.gov.ua/pls/zweb2/webproc4_1?pf3511=72318

17 http://w1.c1.rada.gov.ua/pls/zweb2/webproc4_1?pf3511=72319

Representatives of the Ministry joined policy workshops organised by the GEIPP Ukraine Project and two representatives of the MinDevelopment joined the Interdepartmental Working Group on EIP policy development.

The **Reforms Delivery Office of the Cabinet of Ministers of Ukraine** supports the EIP policy and has a significant impact on IP and EIP policy being an advisory body to Ukraine's Cabinet of Ministers. The Office plays a significant role in the development of industrial parks by providing analytical and expert support in the formation of state policies and legislative initiatives. It is involved in the development and implementation of the **Strategy for the Development of Industrial Parks until 2030**¹⁸, aimed at creating a favorable investment environment and promoting the formation of industrial clusters. Additionally, the Office facilitates the implementation of reforms through tools such as the “one-stop shop” mechanism for grid connections and the “silent consent” principle, which simplifies administrative procedures for businesses¹⁹. The Office also performs monitoring and coordination functions, tracking the progress of reform implementation, including the field of industrial parks, and ensuring effective cooperation among executive authorities, the expert community, and international partners.

The **Resource Efficiency and Cleaner Production Centre** is supposed to contribute more influence on the EIP policy development as a service provider for the GEIPP Ukraine project for implementation of the EIP Policy Action Plan. The capability, experience, technical capacity, and practical knowledge of resource-efficient and clean production of the Centre may be the advantage for strengthening the capacity of decision-makers to bridge the gaps and overcome barriers.

The **Association of Eco-Industrial Parks in Ukraine** established in March 2025 a national platform (network) to increase raise the awareness among local communities about the benefits of the EIP development in the regions with support from the MinEconomy, the MinDevelopment, and the GEIPP-II Ukraine project. During the reporting period, four regional online awareness-raising workshops were organised to increase understanding of eco-industrial park (EIP) models among local community representatives across Ukraine. These sessions targeted stakeholders from Volyn, Chernivtsi, Cherkasy, Kyiv, Ternopil, Transcarpathian, Khmelnytskyi, Odesa, Rivne, Lviv, Ivano-Frankivsk, and Dnipropetrovsk regions. As a result, 387 participants (68% women) gained awareness, and 285 local governments strengthened their knowledge and capacity to engage in EIP development. The workshops were conducted by the Association of Eco-Industrial Parks in Ukraine in coordination with the GEIPP-II Ukraine team.

The **All-Ukrainian NGO “Living Planet”** under the GEIPP-II Ukraine developed the **National Standard “Eco-Industrial Parks: Sustainability Criteria and Assessment Methodology,”** marking a significant milestone in the institutionalization of the EIP (eco-industrial park) approach within Ukraine's national sustainable industrial development policy. The standard defines a comprehensive set of criteria—environmental, social, economic, and managerial—that industrial parks must meet to qualify as eco-industrial. It introduces a three-tier classification system (bronze, silver, gold) based on a structured assessment methodology that evaluates compliance with core and additional sustainability requirements. Importantly,

18 <https://zakon.rada.gov.ua/laws/show/176-2023-%D1%80#Text>

19 <https://voxukraine.org/en/white-book-of-reforms-2025-chapter-6-business-environment>

certification under this standard is voluntary, but it provides a clear framework for advancing parks in areas such as: implementation of monitoring systems, development of industrial symbiosis practices, environmental and energy management, occupational health and safety, stakeholder engagement, and development of social infrastructure. The adoption of the standard is the result of a broad consultative process involving national ministries, regional governments, and private sector stakeholders. Its official endorsement provides a regulatory foundation for further promotion, scaling, and integration of the EIP approach across Ukraine.

The Ministry of Education and Science of Ukraine plays an important, albeit indirect, role in the development of industrial parks—primarily through its support for scientific and educational innovation infrastructure. In June 2025, the Ministry organised a webinar discussion focused on the development of science parks, during which participants explored their potential as platforms for effective cooperation between universities, research institutions, and businesses. Also, in June 2025, a call²⁰ was announced to select universities to participate in the GEIPP-II Ukraine project. Universities from different regions of the country submitted nine applications, which indicates an important level of interest in introducing sustainable development topics into educational programs, conducting relevant events, and developing innovative educational projects within the framework of GEIPP-II Ukraine.

The Ministry of Energy of Ukraine plays an indirect but a critically important role in the development of industrial parks by ensuring the stability and development of the energy infrastructure necessary for the functioning of such clusters. The Ministry of Energy is responsible for implementing state policy in the fuel and energy sector, which includes the country's energy security, the development of the energy market, and the creation of economic incentives for the development of energy complexes.

The State Agency for Energy Efficiency and Energy Saving of Ukraine (SAEE) plays a key role in promoting the implementation of energy-efficient and energy-saving technologies. The Agency ensures the implementation of state policy in the field of efficient use of energy resources, which is important for the sustainable development of industrial parks. It promotes the introduction of energy-efficient technologies, which allows industrial parks to reduce energy consumption and energy costs. The Agency participates in attracting funding for projects aimed at developing renewable energy sources and energy efficiency in industrial parks, which contributes to their environmental sustainability. It monitors and analyses energy consumption indicators in industrial parks, which allows identifying opportunities for further improving energy efficiency. It supports initiatives to develop distributed generation based on industrial parks, which ensures their energy independence and reduces energy costs. The Agency conducts information campaigns and training programs for industrial park participants on energy conservation and energy efficiency opportunities, and acts as a partner for industrial parks in the implementation of energy-efficient practices, contributing to their sustainable development and increased competitiveness.

The stakeholders as **the Federation of Trade Unions of Ukraine, the Federation of Employers of Ukraine, the European Business Association, the Association of Ukrainian Cities, the UkraineInvest, the Chamber of Commerce and Industry of Ukraine, the State Agency for Energy Efficiency and Energy Saving of Ukraine** strengthened their influence on EIP policy

20 <https://geipp-ukraine.org/en/invitation-for-ukrainian-universities-to-cooperate-with-the-geipp-ii-ukraine-project/>

development being included by the MinEconomy in the official IWG (the detailed description of powers and functions is given in the Stakeholder Mapping Report (2020)). These stakeholders actively participated in workshops organised by the GEIPP Ukraine project, meetings of IWG organised by the MinEconomy together with the GEIPP Ukraine project and showed intentions in taking part in EIP policy development. During the IWG meetings the associations expressed the expectations of their members about EIP policy implementation, namely, that the EIP criteria and assessment parks as EIP should be transparent and the EIP criteria should be realistic given Ukraine's national context, and the mechanisms of support should be developed for EIPs. Associations expressed their interest in contributing to the IP Strategy development from an EIP prospective and engaging experience and expectation of their members during developing of EIP regulations.

It is still important to maintain the continuous communication with the following stakeholders: the **Committee of the Verkhovna Rada on Finance, Tax and Customs Policy**, the **Committee of the Verkhovna Rada on Environmental Policy** which influences economic incentives for EIPs and legal conditions of environment policy, ecological taxation, waste management, climate policy.

At the stage of developing proposals for economic instruments to support the policy of eco-industrial parks (actions in paragraph "Economic instruments: EIP policy intervention actions" of the Policy Action Plan of EIP policy development), it is important to build communication with financial institutions that will expand financing tools for environmental projects with a stable return of investments for EIP projects.

The regional administrations and local councils showed their high interest in the activities of the GEIPP Ukraine project during 2021-2025. Four regional online workshops conducted, 387 local stakeholders (68% women) increased their awareness of the EIP concept, 285 local governments strengthened their capacity through the participation in the EIP network established by the MinEconomy, MinDevelopment and EIP Association with the direct project support.

Updated GEIPP-II Ukraine Stakeholder Matrix

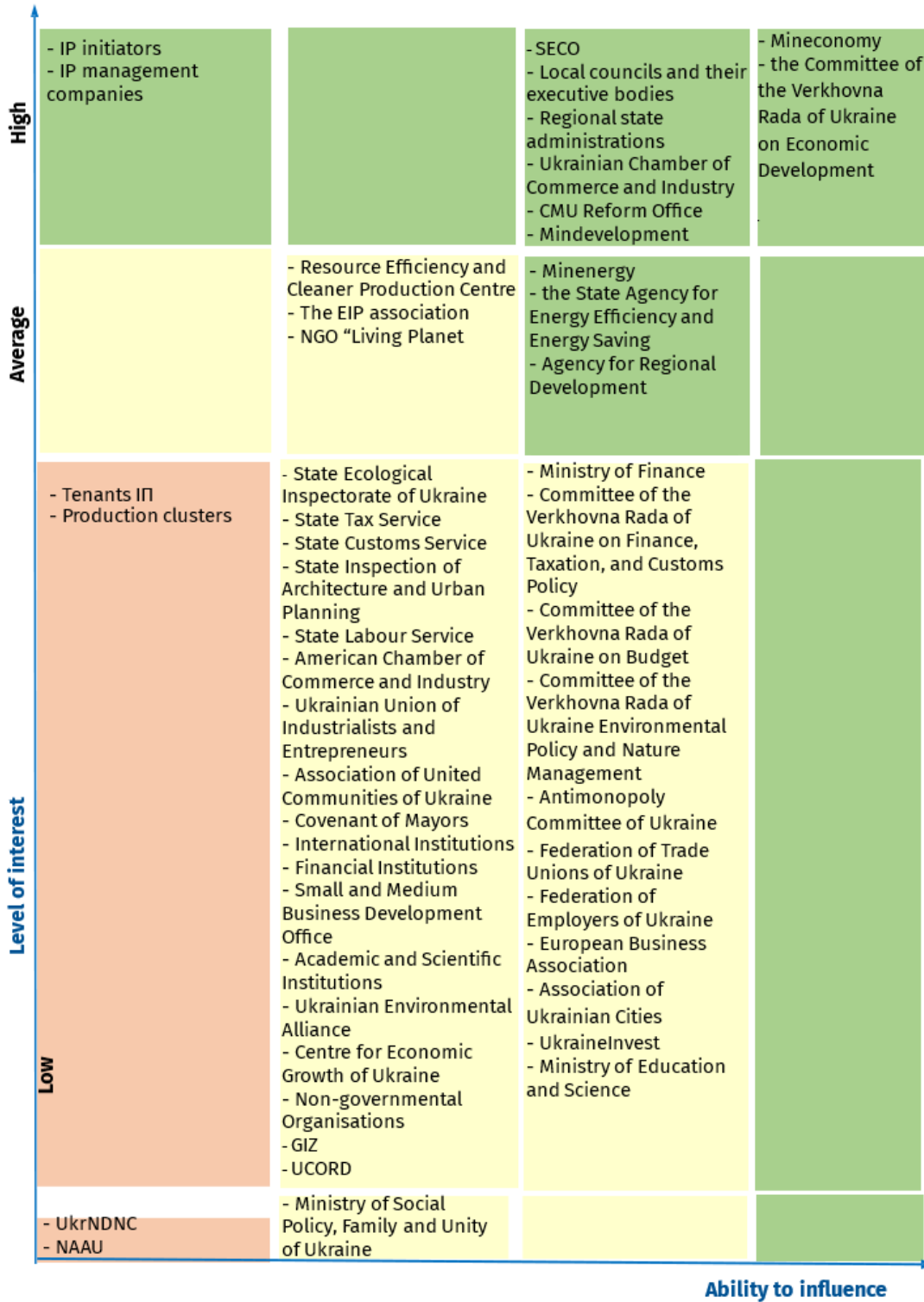


Figure 1. Stakeholder matrix

4. Action Plan for Stakeholder Engagement in the Development of EIP Policy

4.1. Strategic basis for the development of EIP in Ukraine

As a result of cooperation between the GEIPP Ukraine project and the MinEconomy in early 2021, the Government began actively integrating sustainable development principles into industrial policy. This contributed to the formation of a systematic approach to the development of EIP as a tool for modernising the economy, improving energy efficiency, decarbonisation and implementing a circular economy.

Between 2021 and 2025, a few key documents were adopted that laid the political and regulatory foundation for the implementation of the EIP model. These documents define the role of EIP in economic transformation, provide institutional support, standardisation, pilot projects and monitoring, and integrate EIP into national and international recovery and decarbonisation policies.

The key provisions of these strategies and their link to EIP development are presented in the table below.

Table 1. Strategic and regulatory documents defining the framework policy for the development of the EIP

No.	Name document	Status	The role of EIP
1.	The concept of creating industrial parks	01.08.2006 No. 447-r	Defining the principles of creation and development of industrial (eco-industrial) parks.
2.	Law of Ukraine "On Industrial Parks"	21.06.2012 No. 5018-VI	Determines the legal and organisational principles for the creation and functioning of individual entrepreneurs in Ukraine in order to ensure economic development and increase the competitiveness of territories, stimulate investment activity, create new jobs, and develop modern production and market infrastructure.
3.	Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine on the Elimination of Regulatory Barriers to the Development of a Network of Industrial Parks in Ukraine"	24.11.2015 No. 818-VIII	Amendments have been made to the Land Code of Ukraine, the Law of Ukraine "On Land Lease", the Law of Ukraine "On Industrial Parks"

No.	Name document	Status	The role of EIP
4.	State Strategy for Regional Development 2021–2027	05.08.2020 No. 695	The document contains provisions on industrial parks as a mechanism for attracting investment to local communities
5.	National Economic Strategy until 2030	03.03.2021 No. 179	One of the key areas of industrial development was identified as the creation and development of EIPs, with the Strategy emphasizing the transition from traditional parks to an eco-model, the integration of circular economy principles, the promotion of green investments, the reduction of environmental risks, and the increase in resource efficiency.
6.	Law of Ukraine "On Amendments to the Law of Ukraine "On Industrial Parks" and Certain Other Legislative Acts of Ukraine on Attracting Investments in the Industrial Sector of the Economy by Stimulating the Creation of Industrial Parks"	07.09.2021 No. 1710-IX	Amendments have been made to the Law of Ukraine "On Industrial Parks", the definitions of industrial (industrial) park, authorized state body, participant of an individual entrepreneur, other individual entrepreneur have been updated. Restrictions on the creation of an individual entrepreneur, objects that can be located on the territory of an individual entrepreneur, and the procedure for excluding an individual entrepreneur from the Register of Individual Entrepreneurs have been determined.
7.	Law of Ukraine "On Amendments to the Tax Code of Ukraine Regarding the Creation of Favorable Conditions for Attracting Large-Scale Investments in Industrial Production"	21.06.2022 No. 2330-IX	Amendments have been made to the Tax Code of Ukraine regarding the exemption from taxation of the profits of an individual entrepreneur, the exemption from taxation of value-added tax on transactions involving the import of new equipment into the customs territory of Ukraine by individual entrepreneurs, and the reduction of part of the land payment for individual entrepreneurs' land plots.

No.	Name document	Status	The role of EIP
8.	Law of Ukraine "On Amendments to the Customs Code of Ukraine on the Creation of Favorable Conditions for Attracting Large-Scale Investments in Industrial Production"	21.06.2022 No. 2331-IX	Amendment to Article 287 of the Customs Code of Ukraine on exemption from customs duties on new equipment for individual entrepreneurs.
9.	Industrial Park Development Strategy until 2030	24.02.2023 No. 176-r	The main strategic document that directly provides for the transformation of IP into EIP.
10.	Action plan for the implementation of the Industrial Parks Development Strategy until 2030	24.02.2023 No. 176-r	The document outlines the gradual transition of industrial parks to EIP, the development of a national standard (DSTU 9328:2025), the implementation of pilot projects, the creation of institutional support, such as working groups and consultation platforms, and the introduction of monitoring and evaluation mechanisms.
11.	Ukraine Fund Action Plan 2024 - 2027	29.02.2024 PE/10/2024/ REV/1	The document outlines the development of the EIP as part of Ukraine's strategic economic transformation.
12.	National Energy and Climate Plan until 2030	25.06.2024 No. 587-r	The document includes the development of business infrastructure for small and medium-sized enterprises through the EIP, which will allow small and medium-sized enterprises to access technology, best practices and financing, while reducing the impact of their activities on the environment. The creation of the EIP is in line with the Strategy for the Development of Industrial Parks, and a favorable regulatory framework in the energy sector may allow these parks to supply resident enterprises with electricity from their own production, including from renewable sources.

No.	Name document	Status	The role of EIP
13.	Small and Medium Business Development Strategy until 2027	30.08.2024 No. 821	The document defines the operational objective of promoting the “green transition.” This objective focuses on supporting sustainable practices and promoting the environmental modernization of small and medium-sized enterprises, in particular by financing energy-efficient investments and creating EIPs.
14.	Draft Law on Amendments to Certain Legislative Acts of Ukraine on the Development of Industrial Parks	14.10.2024 No. 12117	The concept of "eco-industrial park" is introduced - an industrial park included in the Register of IPs, within which the initiator of creation, the management company, participants and other IP entities carry out activities in the field of industrial symbiosis.
15.	National standard "Eco-industrial parks: sustainability criteria and assessment methodology" DSTU 9328:2025	01.09.2025. No. 95	The document defines the criteria and evaluation system for assessing the governance, sustainability, and environmental performance of EIPs in Ukraine.
16.	Export strategy until 2030	Project	The proposal is to add a section on industrial parks and eco-industrial parks as platforms for export-oriented manufacturing and the promotion of industrial export clusters.
17.	Draft Strategy of Economic Security of Ukraine until 2025	Project	The proposal aims to update the strategy to create a safe and attractive investment environment for industrial parks and eco-industrial parks.
18.	Ukraine Recovery Strategy (post-war, within the framework of the Ukraine Support Program)	Project	The proposal is to update the strategy to focus on infrastructure recovery and partner engagement, include pilot eco-industrial parks in affected regions, and use industrial parks as platforms for business relocation.
19.	Regional development strategies	Project	The proposal is to develop a network of industrial parks in the regions, taking into account the characteristics of eco-industrial parks.

4.2. Proposal for actions to promote the EIP Policy framework

In promoting and supporting the development of Eco-Industrial Parks (EIPs), UNIDO aims to mainstream and scale up the application of Resource Efficient and Cleaner Production (RECP) practices among businesses and governments, thereby contributing to sustainable consumption and production patterns.

As outlined in the Implementation Handbook for Eco-Industrial Parks (2017)²¹, and in line with UNIDO's mandate to foster inclusive and sustainable industrial development in developing countries and economies in transition, the EIP approach was designed to guide the formulation and implementation of coordinated actions with stakeholders. These actions are intended to advance a comprehensive EIP policy framework at the national level.

Within the framework of GEIPP-II Ukraine it is proposed to implement the following measures:

- » **Raise awareness among key stakeholder groups** in private and public sectors of the benefits and added value of EIPs and associated implementation processes and **develop a capacity building of key stakeholders** throughout the entire development of EIPs (technical and non-technical capacities);
- » **Continue to develop and advise on park management structures** to address several topics required to build and operate IP sustainably, attract investments, and provide attractive working conditions. A formalised and well-functioning park management structure is crucial for an EIP. Park management assists EIPs and their tenant companies to take advantage of opportunities associated with RECP, industrial synergies, integration with the local community and natural environment, spatial planning/zoning, and park-level infrastructure and utility services;
- » Strengthen the development of effective park management structures in Ukraine, it is recommended that GEIPP-II Ukraine support the creation through collaboration between international and national GEIPP experts of comprehensive guidance tailored to Ukrainian realities. This guidance should: define minimum requirements for EIP management structures; establish a core set of services to be provided in line with national conditions and Ukrainian regulatory acts; introduce a system for planning, monitoring, risk assessment, and reporting within the EIP framework; ensure that gender equality considerations are integrated throughout;
- » Continue to provide **technical support to upscale resource efficiency and industrial synergies/symbiosis**;
- » Foster integration of the EIP approaches into circular economy-related and industrial policies;
- » Consolidate cooperation with GEIPP Ukraine Project priority parks – Ukraine country-level intervention and Up-scaling of EIP opportunities implementation in new priority parks prioritised in GEIPP-II Ukraine (IP BVAK, Bila Tserkva; IP Patriot, Sumy; IP Molfar, Teresva; IP Formatsiia, Lviv; IP EcoAgroHUB Podillia, Horodok; IP Biosens, Cherkasy);
- » Select partner universities for the implementation of educational activities within the GEIPP-II Ukraine project;

21 <https://geipp-ukraine.org/en/stakeholders-assessment-report-2/>

- » In cooperation with the MinEconomy, the MinDevelopment and the EIP Association, to establish an interactive platform to engage communities and enhance their awareness of EIP activities;
- » Ensure an effective and well-coordinated communication process aimed at a broad range of stakeholders at the national, regional, and local levels, including representatives of state authorities, local self-government bodies, political circles, industry leaders, and business associations;
- » Involve at least one stakeholder with a strong understanding of gender (in)equality issues in the relevant context;
- » Conduct a stakeholder survey to identify needs and opportunities for implementing the EIP concept in regional contracts;
- » Create and manage an online EIP platform that will include policy makers, local and regional authorities, industry leaders and business associations, and organise events in conjunction with capacity building to ensure effective communication with a wide range of stakeholders at all levels;
- » Conduct information and educational seminars.

5. Proposal for EIP Policy Capacity-Building Work Plan for the Year 2026-2030

5.1. Background

According to the *Implementation Handbook for Eco-Industrial Parks* (2017), each stakeholder has a distinct role, set of responsibilities, and corresponding expectations of the EIP project. Understanding these expectations is essential to determine whether a stakeholder's interests and needs align with the project's objectives.

Following the approach outlined in the *Implementation Handbook* (2017), it is important to first identify which stakeholders require awareness raising at the outset of the process. Since the primary objective of awareness raising is to demonstrate the benefits and added value of eco-industrial parks and secure stakeholder support, the next step is to assess their current level of awareness and main concerns regarding the topic. Targeted and effective awareness-raising activities should then be developed and disseminated through a variety of materials and channels—even when addressing the same objective. The same stakeholder group may be engaged through different formats and media depending on individual preferences and communication styles.

The influence and interests of EIP stakeholders were identified during the stakeholder-mapping exercise. According to the GEIPP-II Ukraine Stakeholder Matrix, stakeholders were categorised into three levels, and the initial scope of awareness-raising and capacity-building interventions under the GEIPP-II Ukraine project was proposed in the *Stakeholder Mapping Report* (2020). An updated stakeholder assessment was also conducted in the 2021 report²².

5.2. The current level of awareness of EIP issues

Although awareness-raising activities are primarily concentrated in the preliminary stages of EIP development, it is essential to sustain these efforts throughout the operational phase to guarantee the continuous engagement and informed participation of key stakeholders in the EIP process.

In June 2025, a survey was conducted to assess the level of awareness and depth of understanding of the eco-industrial park concept among a wide range of specialists from representative and executive authorities at the regional and local levels. The results made it possible to determine the extent of information dissemination, identify knowledge gaps, and outline directions for further information and outreach activities.

The survey involved 896 respondents representing 24 regions of Ukraine and the city of Kyiv.

²² <https://geipp-ukraine.org/en/stakeholders-assessment-update-2021/>



Figure 2. Distribution of respondents by regions of Ukraine

The survey results show that representatives from all regions of Ukraine participated in the study relatively evenly, confirming the high level of interest and relevance of the topic of eco-industrial parks for the country.

The answer to the question about familiarization with the eco-industrial park model can be seen in Figure 3.

AWARENESS OF THE EIP MODEL

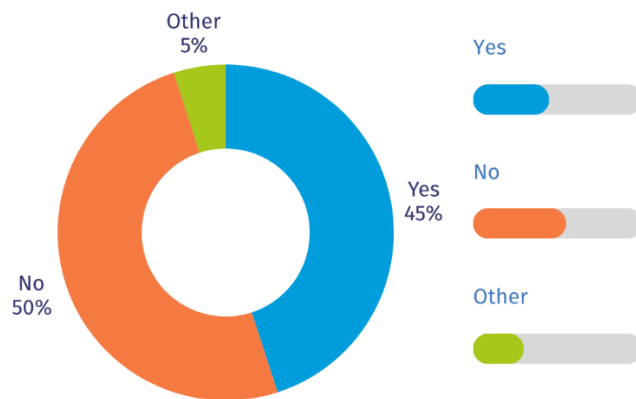


Figure 3. Awareness of the eco-industrial park model

Awareness levels are distributed almost equally between those who are familiar and unfamiliar with the model, but the proportion of those who are unfamiliar slightly outweighs those who are familiar. This may indicate a need for additional information and raising awareness to increase understanding of the concept.

The respondents' level of awareness of current state policy and intentions regarding the development of industrial parks in Ukraine, particularly within the framework of the eco-industrial park model, was evaluated on a five-point scale.

Out of 896 respondents, the average awareness level regarding current state policy and intentions for the development of industrial parks in Ukraine, particularly within the eco-industrial park model, was rated at 2.43 out of 5. This indicates a relatively low level of awareness among the surveyed participants, suggesting the need for stronger communication and information campaigns.

The project collected 896 responses, with an average rating of 2.70 out of 5 regarding awareness of the eco-industrial park model among individuals responsible for developing industrial parks. The results suggest that awareness of the eco-industrial park model is relatively low to moderate within the target group. Many respondents either have limited understanding or lack sufficient knowledge about the concept. This highlights a need for greater education, training, and outreach initiatives to raise awareness and promote the adoption of eco-industrial practices in the region.

The distribution of answers to the question about including the creation and development of industrial parks in the regional strategy, taking into account the specific features of the eco-industrial park model, can be seen in Figure 4.

INTEREST IN REFLECTING THE EIP TOPIC IN REGIONAL DEVELOPMENT STRATEGIES

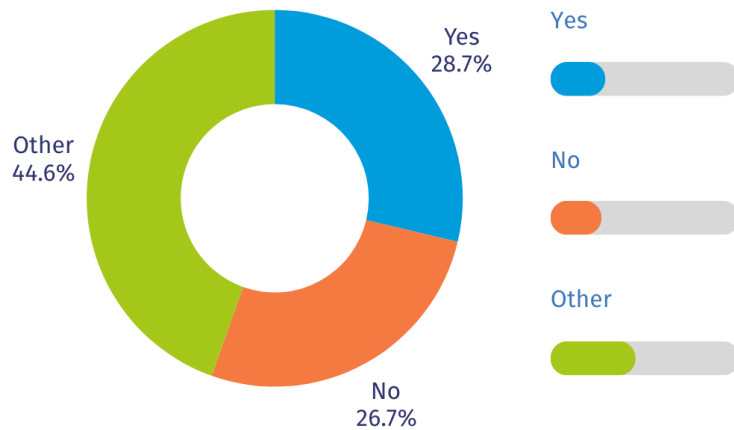


Figure 4. Level of interest among respondents in reflecting the topic of eco-industrial parks in regional development strategies

There is no clear consensus or widespread awareness about the integration of eco-industrial park initiatives into regional strategies. The high proportion of "Other" responses suggests the need for clearer communication and transparency from regional authorities regarding strategic planning in this area.

The intentions of territorial communities to consider the development of eco-industrial parks in local community development strategies can be seen in Figure 5.

INTENTIONS TO INCLUDE THE ISSUE OF EIP DEVELOPMENT IN REGIONAL DEVELOPMENT STRATEGIES

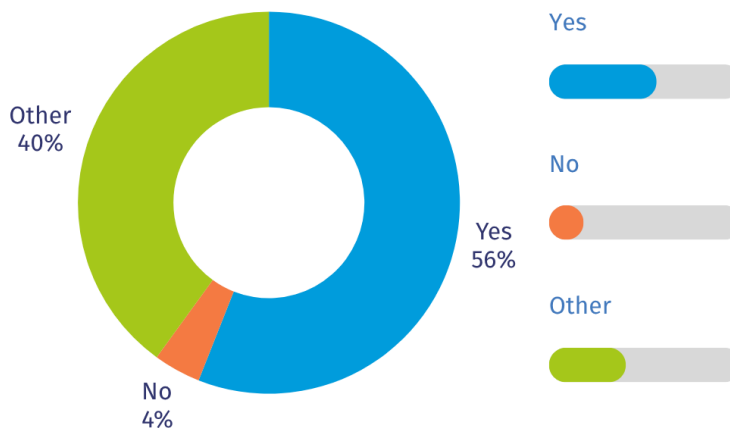


Figure 5. Intentions to include the issue of developing eco-industrial parks in the regional development strategy

There is strong interest in integrating eco-industrial parks development into regional development plans, but the large share of undecided or alternative responses highlights the importance of further stakeholder engagement and awareness-building efforts.

The distribution of answers to the question regarding the desire of communities to join the eco-industrial parks platform is presented in Figure 6.

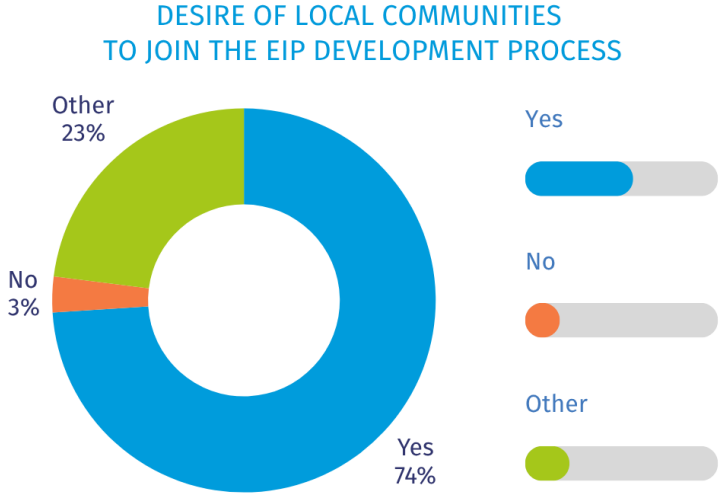


Figure 6. The distribution of answers to the question regarding the desire of communities to join the eco-industrial parks development process

The survey results indicate a strong willingness among communities to join the eco-industrial parks platform. A significant majority 74% expressed a clear desire to participate, while only 3% opposed the idea. Meanwhile, 23% of respondents were uncertain. This suggests that the initiative has broad support, although further awareness and information campaigns may be needed to address the concerns of those who are undecided.

The distribution of the responders by gender is presented in Figure 7.

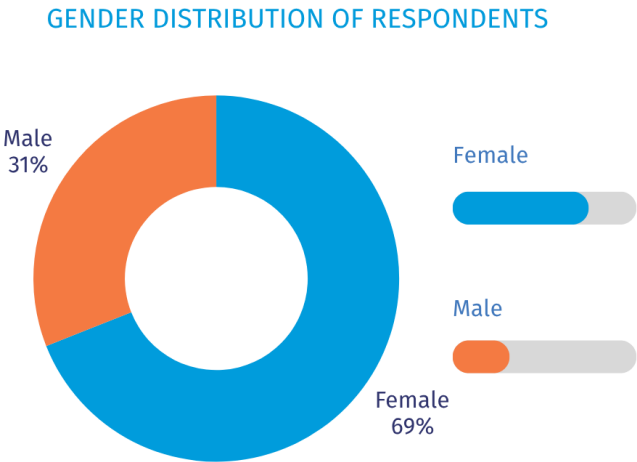


Figure 7. Distribution of survey respondents by gender

A gender analysis showed that 69% of the survey participants were women who are interested in the development of eco-industrial park policy, indicating significant potential for involving women in the process of shaping and implementing relevant policies.

A considerable number of respondents (896 people) from all regions of Ukraine took part in the survey, which allows us to consider the results representative of a nation-wide range of stakeholders. There is a powerful desire among local communities to include the development of eco-industrial parks in regional and local development strategies, as well as to join the network (platform) of eco-industrial parks as active participants.

The results emphasise that although the main information efforts should focus on the initial stages of EIP project development, it is important to continue educational work during the operational phase to maintain interest and awareness.

5.3. Proposal for Capacity-Building Work Plan 2026-2030

Based on identified expectations on information, institutional support, and most appropriate forms of support, according to approaches to fulfil awareness and capacity-building approaches of the Implementation Handbook for Eco-Industrial Parks (2017), the work plan proposal for the GEIPP-II Ukraine can involve the following measures for 2026-2030 within:

1. Integration of EIP approaches into circular economy-related and industrial policies:
 - » Updating the policy gap analysis and mapping stakeholders with potential to update the EIP approach and/or integrate gender dimension;
 - » Strengthening national institutions involved in the development and implementation of EIP policy, holding a meeting of the National Commission (MRG) to present the updated National Strategy and other guiding principles, considering gender aspects;
 - » Cooperation between stakeholders and seminars for local communities.
2. Promoting national EIP recognition schemes, including certification, awards, and capacity-building support.
 - » Support for the implementation of the national EIP standard;
 - » Assessing whether non-financial, financial and market incentives are sufficient to support and replicate the EIP recognition scheme;
 - » Raising awareness and building capacity for EIP certification;
 - » Conducting EIP capacity-building activities with gender considerations in mind.
3. Supporting EIP replication and EIP investments.
 - » Assessment of incentives and financial support schemes relating to EIP and infrastructure and facilities;
 - » Development of a financial support scheme for EIP;
 - » Strengthening EIP funding implementation skills.
4. Ensuring sustainability of industrial cluster through EIP approach.
 - » Mapping of industrial value chains, conducting supply chain surveys;
 - » Market analysis for EIPs, report on a structure priority value-chain and conducting capacity-building activities;
 - » Cluster-policy analysis and update, conducting a gender-sensitive capacity-building event.
5. Consolidation of cooperation with GEIPP-I Ukraine priority parks – Ukraine country-level intervention.

6. Up-scaling of EIP opportunities implementation in new priority parks prioritised in GEIPP-II Ukraine.
7. Country-wide facilitation of EIP implementation and the establishment of self-sustaining EIP capacities.
 - » Training and capacity building for IP management, tenant companies, and service providers for prioritised and non-prioritised IP;
 - » Communication campaign;
 - » Support national entities by designing and implementing guidance, IT tools for EIP monitoring.
8. Development of clustered value chains for EIP design.
 - » Support regional industrial clusters to benefit from EIP approaches;
 - » Engagement of Municipalities into the development of EIPs and clusters;
 - » Promote clusters and access to finance to implement EIP/IS/RECP;
 - » EIP digitalization.

Based on the results of the GEIPP-I Ukraine²³ project activities over the past four years, it is advisable to focus efforts in 2026-2030 on further disseminating knowledge about the eco-industrial park (EIP) model. This includes providing guidance materials and conducting training sessions for all interested groups on the practical application of international EIP systems, industrial symbiosis, circular economy, gender equality, and resource-efficient and cleaner production (RECP).

Capacity building in 2026 should be aimed at integrating EIP approaches into policies related to the circular economy and industry, as well as strengthening national institutions responsible for the development and implementation of EIP policies. Special attention should be given to enhancing cooperation with key stakeholders.

Additionally, adopting amendments to the Law of Ukraine “On Industrial Parks” to implement the eco-industrial park model in Ukraine will be a key step.

Equally important is ensuring the implementation of EIP opportunities by consolidating cooperation with priority parks under GEIPP-I Ukraine and expanding EIP implementation in new priority parks identified within GEIPP-II Ukraine.

Facilitating the adoption of EIP should include creating self-sustaining EIP capabilities nationwide, developing financial support schemes, actively attracting investors, and raising awareness about building industrial symbiosis.

²³ <https://geipp-ukraine.org/en/library/>

Conclusions

An analysis of stakeholders involved in the GEIPP-I Ukraine and GEIPP-II Ukraine projects between 2019 - 2025 shows broad involvement of stakeholders from government and regional structures, international partners, regional and state administrations, local councils, business associations and unions, academic and scientific institutions, IP initiators, IP management companies, business representatives, SMEs, etc. This has created a sustainable platform for dialogue and ensured the integration of EIP into national policy and regional strategies.

An important outcome was the establishment and ongoing operation of the IWG as an advisory body to the Ministry of Economy, Environment and Agriculture of Ukraine, as well as the Advisory Board of the GEIPP-II Ukraine project. Key stakeholders in 2025 included the Association of Eco-Industrial Parks of Ukraine, which organised four regional online awareness-raising seminars to improve understanding of EIP models among representatives of local communities throughout Ukraine. The All-Ukrainian public organisation “Living Planet” developed the National Standard “Eco-Industrial Parks: Sustainability Criteria and Assessment Methodology”.

In June 2025, a survey was conducted to assess the level of awareness and depth of understanding of the EIP concept among a wide range of specialists from representative and executive authorities at the regional and local levels. The survey involved 896 respondents representing 24 regions of Ukraine and the city of Kyiv. The survey results showed a high level of interest and relevance of the EIP topic for the country. The level of awareness is distributed almost equally among respondents, so the need for additional information and awareness raising is extremely necessary. There is considerable interest in integrating EIP development into regional development plans, which requires further interaction with stakeholders. The high willingness of communities to join the EIP platform indicates the need for its creation.

Based on the results of stakeholder engagement, the GEIPP-II Ukraine stakeholder matrix was updated. The key stakeholders of the project are the Ministry of Economy, Environment and Agriculture of Ukraine, the Ministry of Communities and Territorial Development of Ukraine, the Verkhovna Rada Committee on Economic Development, SECO, the Ministry of Finance, IP initiators, IP management companies, regional and state administrations, local councils, business associations and unions, academic and scientific institutions (detailed in Annex A).

Annex A

Three levels of EIP stakeholders in Ukraine (Updated)

Macro-level:

The Verkhovna Rada of Ukraine (the Parliament):

- » the Committee of the Verkhovna Rada of Ukraine on Economic Development
- » the Committee of the Verkhovna Rada of Ukraine on Finance, Taxation, and Customs Policy
- » the Committee of the Verkhovna Rada of Ukraine on Budget
- » the Committee of the Verkhovna Rada of Ukraine on Environmental Policy and Nature Management

The Cabinet of Ministers of Ukraine (itself) and the authorities in the Governmental system:

- » the Ministry of Economy, Environment and Agriculture of Ukraine (the MinEconomy)
- » the Ministry of Communities and Territorial Development of Ukraine (the MinDevelopment)
- » the Ministry of Finance of Ukraine (the MinFin)
- » the Ministry of Energy of Ukraine (the MinEnergy)
- » the Antimonopoly Committee of Ukraine
- » Ministry of Social Policy, Family and Youth of Ukraine
- » the State Agency for Energy Efficiency and Energy Saving
- » National Standardization Body SE “UkrNDNTS”
- » the National Accreditation Agency of Ukraine
- » State Inspectorate of Architecture and Urban Planning of Ukraine
- » the State Ecological Inspectorate of Ukraine
- » the State Tax Service
- » the State Custom Service
- » State Labor Service of Ukraine
- » the Reforms Delivery Office of the Cabinet of Ministers of Ukraine
- » the Ministry of Education and Science of Ukraine

Meso-level:

- » The UkraineInvest
- » Regional Development Agencies
- » The EIP association
- » NGO “Living Planet”
- » European Business Association
- » Chamber of Commerce and Industry of Ukraine

- » Federation of Trade Unions of Ukraine
- » Federation of Employers of Ukraine
- » State Enterprise “Office for Attracting and Supporting Investments”
- » Association of Ukrainian Cities
- » Public Association ‘Ivano-Frankivsk Regional Agrarian Chamber’
- » Resource Efficiency and Cleaner Production Centre

Regional state administrations (24 ones)

Local councils and their executive bodies (administrations) IP initiators (bodies that are authorized to create IPs)

IP management companies

Sectoral, business associations, and unions, including those established by communities

- » the Ukrainian Chamber of Commerce and Industry
- » the Association of IP
- » the Ukrainian League of Industrialists and Entrepreneurs
- » the Federation of Employers of Ukraine
- » the Federation of Trade (Labor) Unions of Ukraine
- » the American Chamber of Commerce and Industry
- » the European Business Association
- » the Center for Economic Growth of Ukraine
- » the Association of Ukrainian Cities
- » the Association of Amalgamated Communities (Hromadas) of Ukraine
- » the Covenant of Mayors in Ukraine
- » Ukrainian Ecological Alliance
- » Center for Environmental Initiatives ‘Ecoaction’ Ukrainian Association of Cement Producers Public Association Ivano-Frankivsk Regional Agrarian Chamber

Small and Medium Business Development Office Academic & Scientific Institutions

- » Donetsk National Technical University
- » International Scientific and Technical University named after Academician Yuriy Bugay
- » Ivano-Frankivsk National Technical University of Oil and Gas
- » Zhytomyr Polytechnic State University
- » National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute"
- » Cherkasy State Technological University
- » Ukrainian State University of Railway Transport
- » Lviv Polytechnic National University
- » Kyiv National University of Technologies and Design
- » Taras Shevchenko National University of Ukraine
- » Kyiv Mohyla National University of Ukraine
- » Kyiv National University of Construction and Architecture
- » National Aviation University

- » Kyiv State Ecological Academy
- » Dnipro National Metallurgical Academy of Ukraine
- » Bila Tserkva Institute of Continuous Professional Education
- » Bila Tserkva National Agrarian University
- » Institute of Economics and Forecasting of the National Academy of Sciences of Ukraine

Financial institutions

- » European Bank for Reconstruction and Development
- » Northern Environmental Finance Corporation
- » Global Environment Facility
- » UNESCO
- » the World Bank (including IFC)
- » International Finance Corporation
- » the European Investment Bank
- » Ukrgasbank
- » the State Innovative Financial and Credit Institution of Ukraine

International institutions

- » SECO
- » GIZ
- » USAID

Civil society organisations

- » the Reanimation Package of Reforms Coalition
- » the Professional Association of Ecologists of Ukraine
- » the Environment People Law
- » the National Ecological Center of Ukraine

Micro-level: IP tenants

Annex B

APPROVED

Order of the Ministry of Economy, Environment and
Agriculture of Ukraine of 5 August 2022 No. 2480
(as amended by the order of 16 October 2024 No. 24380)

COMPOSITION

Interdepartmental Working Group on issues related to the implementation of policies for the development of Eco-Industrial Parks

KINDRATIV Vitalii - Deputy Minister of Economy, Environment and Agriculture of Ukraine, Chairman of the Working Group.

MELEZHYYK Artur - Head of the Department of Industrial Parks and Investment Support of the Ministry of Economy, Environment and Agriculture of Ukraine, Deputy Head of the Working Group.

Members of the Interdepartmental Working Group:

BERZINA Svitlana - President of the All-Ukrainian Public Organisation "Living Planet" (by consent).

BONDARENKO Maksym - Head of the Department for Engagement and Support of Investment at the State Institution "Office for Involvement and Support of Investment" (by consent).

BUTENKO Yurii - Deputy Director of the Department, Head of the Department for Strategic Planning and Sustainable Environmental Management, executor of the responsibilities of the Head of the Department of Strategic Planning and Restoration of the Ministry of Environmental Protection and Natural Resources of Ukraine.

HRYTSENKO Dmytro - Head of the Department for the Industrial Pollution Prevention Policy Development of the Ministry of Environmental Protection and Natural Resources of Ukraine.

KARPOV Valerii - Executive Secretary of the Committee on the Development of Public-Private Partnerships and Industrial Parks at Chamber of Commerce and Industry of Ukraine (by consent).

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