

# ANNUAL REPORT

TRANSPARENCY INTERNATIONAL  
UKRAINE

**2017**

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**TRANSPARENCY INTERNATIONAL** is a global anti-corruption NGO with over 100 chapters worldwide, founded in 1993 by **Peter Eigen**, former Director of the World Bank, and currently chaired by **Delia Ferreira**. This global anti-corruption network is known, among other things, through its signature analytical products: the Corruption Perceptions Index and the Global Corruption Barometer study.



Peter Eigen



Delia Ferreira

**TRANSPARENCY INTERNATIONAL UKRAINE** received official accreditation as a chapter of Transparency International in **October of 2014**, at the annual meeting of members of the global anti-corruption movement. Since 2016, the organization has been headed by Executive Director **Yaroslav Yurchyshyn**.

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#### **OUR MISSION:**

To reduce corruption level in Ukraine by promoting transparency, accountability and integrity of public authorities and civil society.

#### **STRATEGIC VISION:**

We are a strong chapter of the global movement that envisions the world where governmental structures, business circles, the civil society and people's everyday life are free of corruption in all its manifestations. In 2018, we have a strong analytical component, our main activity is development and analysis of anti-corruption policies in Ukraine, we are on our way to becoming a full-fledged policy center. We are now in transition between an activist organization and a policy center.

#### **OUR STRATEGIC PRIORITIES:**

- Open governance
- Effective fighters against corruption
- Zero tolerance to corruption

#### **OUR VALUES:**

- Unity
- Transparency
- Proactivity
- Efficiency
- Innovation
- Systematicity
- Balance

# OUR JOINT SUCCESS AND RESPONSIBILITY

“You managed to build the most open corruption in the world,” joked a participant of an international conference on corruption prevention while analyzing Ukraine’s achievements and challenges on the way to transparency and accountability. Based on the results of year 2017, it is certainly hard to disagree.

On the one hand, our system of electronic declaration for officials has no counterparts across the world in terms of availability of information. At the same time, however, law enforcement agencies cannot use this information properly. It happens due to

negligence and actual obstruction by the system owner – the National Agency for Prevention of Corruption (NAPC). The public procurement system ProZorro not only saves millions of dollars for the national budget, but is also a Ukrainian national brand. European Bank for Reconstruction and Development now recommends it as the basis for development of procurement systems in other countries. Moldova is already implementing one, entitled mTender. But those who are supposed to control its efficiency are often the ones who try to find a way to cheat. For instance, think about the controversial procurement of hybrid of-

froaders by the Ministry of Internal Affairs and the reaction of the State Audit Service (SASU) to the violations we identified. Not many national budget holders use the highly effective system of budget transparency eData – again, with no reaction of supervisory agencies. Decentralization made many funds and powers closer to people – yet, there are not enough mechanisms of control over the activity of local authorities. Even so, the five most transparent cities in Ukraine (according to Trans-



parency Ranking of 100 Largest Ukrainian Cities) use just a little over a half of this toolkit. Now, it is up to regular citizens. If communities do not control the funds they obtain and the quality of the authorities' work, there is no one else they can count on.

Of course, the anti-corruption achievements are not too impressive in this situation, but there are still some. Given the information is mostly publicly available, they are hard to miss.

The National Anti-Corruption Bureau of Ukraine, in collaboration with the Specialized Anti-Corruption Prosecutor's Office, investigates cases of grand corruption featuring the country's top officials and refers these cases to court. As the result, anti-corruption agencies and activists who support them face significant pressure (for instance, discriminatory electronic declaration is introduced for those who work with anti-corruption organizations), but the fight continues. As an eco-system in the triangle society-business-authorities, ProZorro continues to extend to cover more and more sectors. Now, we already have ProZorro.Sale, a successful system for sale of assets of insolvent banks as well as national and municipal property, and the system for digitalization of healthcare eHealth. Ukraine becomes a pioneer of publication of registers of beneficiary owners on the global level. Admittedly, the quality of verification still leaves something to be desired, but it is about steady small steps towards progress.

We can hardly give credit for these achievements and setbacks to one single person or agency. All of us – business, authorities, civil society, media, international partners – contributed to the progress and failures of 2017 together. Only working together can we launch the anti-corruption court, carry out small-scale privatization on the basis of ProZorro.Sale, establish control over transparency and accountability on the local level, make the security and defense sector more open and effective following NATO standards, reduce corruption in education, healthcare or fiscal sector in 2018. Thus, summing up year 2017, I would like to thank the team of Transparency International Ukraine, all our partners and opponents, and to urge us to work not only on increasing transparency, but also on establishing accountability in 2018. Only in that case can we make all public institutions more effective, instill the sense of responsible ownership of the state in every citizen and thus restrict the influence of corruption on governance in Ukraine.

Because that is our own common interest!

**YAROSLAV YURCHYSHYN,**  
Executive Director  
of Transparency International Ukraine

# UKRAINE AS THE KEY ARENA FOR ANTI- CORRUPTION EFFORTS

In the four years since the Revolution of Dignity, corruption is still a key challenge in Ukraine, and in fact, most of the anticorruption progress achieved so far has been possible because of the efforts of Ukrainian civil society. As Chair of global anti-corruption movement Transparency International I am proud that our National Chapter TI Ukraine is at the fore front of this crucial work.



Anti-corruption civil society organizations are a catalyst for positive change. Thus, it is even more disturbing that throughout 2017 attacks on anti-corruption activists and journalists exposing corruption continued. Moreover, in Ukraine representatives of anticorruption civil society organizations are forced to fill out cumbersome e-declarations that make it difficult to operate and increase the potential for pressure from the authorities. I remain hopeful that the President and parliament will react to civil society calls to end this system.

According to Transparency International flagship corruption measurement tool Corruption Perceptions Index (CPI) for 2017, Ukraine is still among low performers with a score of 30. Interestingly, the analysis indicates that countries that protect journalists' freedoms and engage civil society in open dialogue tend to have lower levels of corruption as measured by CPI. Conversely, countries that repress civil society and media, often score worse on the CPI. This correlation between civil society space and corruption levels is definitely something the Ukrainian authorities should be concerned about and undertake actions to improve space for civil society and media.

Ukraine has a chance to show the world that it can defeat corruption, however, the country needs consistent political will and bold actions. Given the persistence of impunity for corruption, TI-Ukraine is committed to promote institutions that adhere to the highest possible anti-corruption standards. Establishing an anticorruption court is the top priority for Ukrainian authorities and TI will continue advocating for it together with our Ukrainian and international partners. The draft law recently submitted by the President to the Parliament should incorporate all recommendations of the Venice Commission of the Council of Europe. Obviously, any laws must be backed by law enforcement and justice systems capable of prosecuting and punishing corruption. Along with the anti-corruption court, which is unquestionably a vital institution to fight corruption, Ukraine also needs fair and independent judiciary to safeguard the rights of citizens and uphold the rule of law.

Ukraine is one of the key arenas for the current anti-corruption efforts not only in Europe, but globally. If the anti-corruption progress in Ukraine fails, it will question the capability of the global civil society to change the long-established malpractices in the transition economies. Therefore, Transparency International will continue leading by example in our work and be the leading anticorruption force, because in Ukraine it matters the most.

**DELIA FERREIRA RUBIO,**

Chair of Transparency International



# MAIN ACHIEVEMENTS



## DOZORRO

- The Verkhovna Rada approved Law 4738-D on governmental monitoring of procurement
- Launch of the system of risk indicators [risk.dozorro.org](http://risk.dozorro.org) and Index of Best Practices [index.dozorro.org](http://index.dozorro.org)
- 21 civil society organizations of the DOZORRO community processed 5000 procurements
- First DOZORRO FEST held
- 200 educational events with 6600 participants



## TRANSPARENT CITIES

- Transparency Ranking of 100 Largest Ukrainian Cities compiled
- Business started considering the score in the transparency ranking as an indicator of investment potential
- Training for 364 representatives of 90 cities
- 10 cities improved their score in the ranking



## PROZORRO SALE

- UAH 4.5 billion worth of assets of insolvent banks sold during 2017
- Launch of “Dutch auctions”
- Launch of a transparent register of assets that will be up for sale in the future
- Sales of municipal property and assets of state-owned companies



## NAKO

Research:

- illegal trade with the occupied territories
- corruption risks in the system of military medical supply
- efficiency of use of international aid to the Armed Forces of Ukraine



## eHEALTH

- MVP pilot version launched
- 4675 doctors and 20000 patients joined





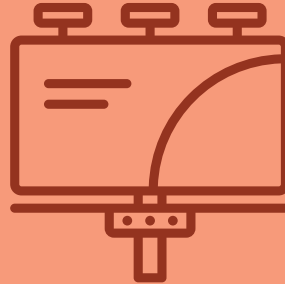
## REINFORCEMENT OF ANTI-CORRUPTION INFRASTRUCTURE

- The President submitted the draft law on the anti-corruption court to the parliament
- Asset Recovery and Management Agency (ARMA) entered media scene
- Public Council under ARMA started working
- Attempt to make the NABU dependent on the parliament was successfully warded off
- Participation in selection of SAPO staff
- Launch of a campaign for NAPC reset



## INVESTIGATING CRIMES OF “YANUKOVYCH’S TEAM”

- 2 media campaigns to bring asset recovery into the spotlight
- Lawsuit against Prosecutor General’s Office to declassify the court decision on seizure of USD 1.5 billion of “Yanukovich’s money”



## AWARENESS CAMPAIGN “I DON’T BRIBE”

- Two waves of a creative anti-corruption campaign
- Seen by 22% of Ukrainians, positively assessed by 56%



## SUPPORTING WHISTLEBLOWERS

- Participation in development of “Handbook of a Corruption Whistleblower”
  - Support of whistleblower judge Larysa Holnyk and NAPC whistleblowers



## REINFORCING BUSINESS INTEGRITY

- Transparency and openness ranking of 100 biggest Ukrainian enterprises
- Participation in the work of the Ukrainian Network of Integrity and Compliance (UNIC)



**OPEN  
GOVERNANCE**

## CIVIC CONTROL OVER PUBLIC PROCUREMENT **DOZORRO**

**WRITTEN BY:** Viktor Nestulia

**PROBLEM STATEMENT.** 2017 was an important year for development of the Ukrainian public procurement system. ProZorro started working in a full swing. Maximum openness and the use of the hybrid model were meant to help to overcome corruption and inefficiency in public procurement. Another goal was to increase trust and create conditions for immediate monitoring. However, the stakeholders faced a number of challenges. Professionalization of the participants, customers and the public, development and implementation of monitoring tools are among them. As a newly created system, ProZorro also required analysis of the software itself and legislative formalization.

**ACTIONS TAKEN.** The problems which currently exist in the area of public procurement can not be solved by digitalization of procurement alone. In 2017, TI Ukraine's team focused its effort on the following components:



### Work on Legislation

The Law "On Public Procurement" was passed on December 25, 2015. Due to the rush, the issue of monitoring by the State Audit Service was underdeveloped. TI Ukraine, working jointly with the Verkhovna Rada Committee on Economic Policy, the MERT, and the SASU, drafted the law N 4738-d. The update included risk indicators and SASU user accounts. The advocacy campaign went on throughout the year, and the law was passed on December 22, 2017.

To change legislation, TI Ukraine initiated the creation of the Expert Group. It united representatives of the MERT, SE Prozorro, the SASU, the AMCU, civil society organizations, business and customers. The current initiatives include adding pre-threshold procurement to the law, resolution of issues with contesting, technical amendments to the law etc.

A number of public statements has been made in defense of ProZorro. It was connected with the draft law 2126a, which threatened to ruin the very model of the system. It was withdrawn from the parliament. Another statement was about the draft law 7206, which poses a threat of reducing competition and increasing corruption.

### partners and donors:

Open Contracting Partnership, Omidyar Network, Project Transparency and Accountability in Public Administration and Services with the support of USAID, UKaid and Eurasia Foundation, European Bank for Reconstruction and Development, International Renaissance Foundation, All-Ukrainian Network of People Living with HIV/AIDS, Ministry of Economic Development and Trade of Ukraine, SE Prozorro, members of the DOZORRO community

## Work on the Development of ProZorro System

Development of the system as an IT product is important not only in order to increase the quality of tenders and thus their competitiveness and efficiency. It is also an important prerequisite of quality monitoring.

Working closely with SE Prozorro experts, we have analyzed the “weak” links in the system in terms of quality and machine readability. A number of important changes has been prepared with the support of the Open Contracting Partnership. Proposals have been submitted on such important points as digitalization of tender documentation, changes in the planning module, quality of data etc. As the result, SE Prozorro has taken into account the majority of proposals, which have been included in the improvement plan for 2018.



## Work on the Development of Monitoring Tools

Our analytical tools help the civil society, journalists, researchers, supervisory agencies, customers and participants to monitor the procurement system. In 2017, we worked on improvement, promotion and training on five tools developed by the team of TI Ukraine. Each of them has its page with educational videos, written instructions, FAQs, and specific cases of its use.



**Public intelligence module [bi.prozorro.org](http://bi.prozorro.org)** Most dashboards have been upgraded, the data can now be exported to Excel, server capacity has been increased. 33,000 unique users in 2017.

**Professional intelligence module [bipro.prozorro.org](http://bipro.prozorro.org)** Optimized data model, extended constructor options, added contract intelligence module. 300 professional analysts, including investigative journalists, representatives of civil society organizations, the SASU, the NABU, the National Police, prosecution, local executive authorities etc.



**System of risk indicators [risk.dozorro.org](http://risk.dozorro.org)** A tool has been developed which allows to assess both the tender itself and the customer in terms of the risk of inefficiency or restriction of competition. 44 risk indicators have been calculated and are regularly updated; part of them may be implemented in the SASU monitoring system.



**Best practices index [index.dozorro.org](http://index.dozorro.org)** The system that has been created is basically a rating of ProZorro customers. It is designed for 3500 customers from 27 categories.

**Monitoring portal [dozorro.org](http://dozorro.org)** Profiles of CSOs, a monitoring management system, customer profiles have been created, the portal has been integrated with [prozorro.gov.ua](http://prozorro.gov.ua), electronic platforms [zakupki.prom.ua](http://zakupki.prom.ua), [dzo.com.ua](http://dzo.com.ua), [smarttender.biz](http://smarttender.biz). 225,000 unique users in 2017.



## Work on Stakeholder Professionalization

In 2017, TI Ukraine's team and SE Prozorro continued to develop regional competence centers. Representatives of 12 oblasts travelled to over 200 towns and villages with over 6600 people total in the audience. Customers gained more knowledge on procurement. Business started becoming more interested in public procurement and learning how to work with it. Civil society organizations are increasingly active in public procurement monitoring. We now have a new audience – college students and teachers.

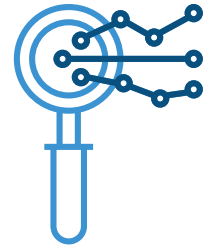
On May 12, 2017, the online course “Public Contracts and Civic Monitoring” was launched on the Open University of Maidan platform. The course content can teach how to work with the data of such systems as ProZorro, DOZORRO, eData, Youcontrol etc.

## Development of the Network of Civic Control over Public Procurement

In 2017, the goal was to unite civil society organizations around the same monitoring methodology. We have succeeded in engaging 23 CSOs in DOZORRO Community. Since June 15, 2017, activists have processed over 5000 procurements with violations, out of which over 1500 were brought to a positive resolution.

Representatives of customers and the authorities actively join the network. The Community has been joined by Ukgazvydobuvannya, Ukrposhta, Energoatom, Ukren-ergo, Rivneoblenergo, Vinnytsiaoblenergo, Kyiv City State Administration, Mariupol City Council, Kharkiv City Council.

To enable an even closer cooperation and networking, we held DOZORRO\_FEST, which gathered over 130 activists who monitor procurement across the country.



## Research and Analytical Work

In 2017, TI Ukraine's team prepared 2 topical reports, 3 regular reports, 2 semi-annual monitoring reports on the development of procurement system, 1 report on efficiency of the planning module and 2 reports based on the results of the survey of customers and business concerning the work of ProZorro. The goal of this research and analytical work is to identify the weak pockets and develop relevant recommendations.

Together with the Ministry of Defense and the Ministry of Healthcare, we presented the main procurement issues in their respective sectors and ways to resolve them. Together with the Ministry of Economic Development and Trade of Ukraine and electronic platforms, we identified problems in interaction with business and supervisory agencies. The report recommendations have been partially implemented.



# #4738d

Participation in the development and advocacy of an extremely important draft law concerning monitoring of procurement: **approved in its entirety!**

## OUTCOMES:



We stopped the attempt to “kill” ProZorro – draft law #2126a with “lethal” amendments withdrawn



# 10

analytical reports



# 150

activists

# >10

customers

# 21

civil society organizations

## DOZORRO community



# 12

coaches

# 200

events

# 6600

participants

BY COMBINED  
EFFORT

# 5000

violations  
identified



# 1500

positively  
resolved



# 260 000

individuals used  
monitoring tools



[www.dozorro.org](http://www.dozorro.org)



[www.facebook.com/dozorro.org](https://www.facebook.com/dozorro.org)

# DOZORRO



## ELECTRONIC TRADE SYSTEM **PROZORRO. SALE**

### partners and donors:

GiZ, WNISEF, Matra, EDGE, the EBRD, MEDT (Ministry of Economic Development and Trade), DGF (Deposit Guarantee Fund), etc.

**WRITTEN BY:** Ievgen Bilyk

**PROBLEM STATEMENT.** The project aims at creation of a single platform for public sale which would sell public property transparently and efficiently.

**ACTIONS TAKEN.** During 2017, the team of Transparency International Ukraine administered the pilot project ProZorro.Sale (launched in autumn of 2016). Effort was made towards further development of the electronic sales platform built on the basis of ProZorro (a hybrid system consisting of a central database and multiple electronic platforms which sell assets through this database). TI Ukraine effectively prepared the system for future transfer to government's administration during 2018.

The pilot project of ProZorro.Sale with its first partner, Deposit Guarantee Fund (DGF), started at the beginning of 2017.



The project team developed regulatory acts to enable broader use of the ProZorro.Sale platform. Among other things, we contributed to the draft law #7066 on the privatization of public property.

### OUTCOMES



#### Sale of Assets of Insolvent Banks

- We successfully sold “toxic” assets of insolvent banks for almost UAH 4 billion. This is an enormous amount not only for Ukraine, but also for the entire Eastern Europe
- We launched Dutch auctions, which allow selling “toxic” assets, previously unsaleable for months or even years. The new model enabled sale of assets for over UAH 12 million, the number of successful auctions is over 60, the average price growth is 26%

- Launch of a transparent asset register, which allows seeing what will be listed for sale in the future
- We sold all the assets of one of the insolvent banks – Erde Bank
- Over 40 sessions of the Complaints Review Committee under the Deposit Guarantee Fund were held. The Committee consists of representatives of the authorities and civil society. It has analyzed every complaint and made decisions on each of them. Over 80% of complaints pertained to disclosure of information on assets to-be-listed for sale by insolvent banks

#### **Sale of Assets of State-Owned Companies**

- Over 800 auctions for sale of assets of state-owned companies held. The total amount of successful auctions exceeds UAH 120 million
- Among the leaders are Ukrenergo, Ukrgasvydobuvannya, NNEGC Energoatom, Ukrposhta
- Successful sale of assets owned by PryvatBank, namely apartments and parking spots
- Assets for sale include metal scrap, apartments, cars, leaseholds. For instance, lease rights for premises for offices and cafés in “Olivka” of the National Public Broadcasting Company and on the “Stometrivka” in Ivano-Frankivsk

#### **Municipal Assets**

- The number of auctions exceeds 350, the amount of sold assets constitutes about UAH 7 million
- Among the leaders are Mariupol, Vinnytsia, Lviv, Dnipro and Sumy
- The most popular assets are scrap of ferrous and non-ferrous metals, cars, unprocessed timber and stationery
- Successful municipal property lease auctions
- Interesting cases include a successful sale of two Kyiv metro cars as well as almost 40 auctions for organization of Christmas tree fairs in Kyiv



Today, ProZorro.  
Sale is the biggest  
facilitator of auctions  
in the country

**> UAH  
4.5 bln**

amount of asset  
sales through the  
platform

**UAH 300 mln**

the best result in the value of successful  
auctions held within one day

**UAH 91 mln**

the biggest price growth  
of one lot



[www.prozorro.sale](http://www.prozorro.sale)



[www.facebook.com/Prozorro.sale](https://www.facebook.com/Prozorro.sale)



# TRANSPARENT CITIES

### partners and donors:

United Nations Democracy Fund, Transparency International Slovakia, Institute of Political Education, Center for Democracy and Rule of Law (CEDEM)

**WRITTEN BY:** Kateryna Tsybenko

**PROBLEM STATEMENT.** Decentralization reform is underway in Ukraine, thus more powers and financial resources are delegated to the municipal level. It creates a risk for growth of the local corruption. It is important to increase city transparency, otherwise all the benefits of decentralization may be invalidated.

The problem which this project solves is overcoming corruption in local authorities and dissemination of best practices of transparency and accountability. The project aims at motivating and supporting Ukrainian cities on the path towards greater transparency, accountability and participation of local citizens in policy development.

### ACTIONS TAKEN BY TI UKRAINE'S TEAM WITHIN THE PROJECT:



developed a transparency ranking of local self-government of 100 biggest Ukrainian cities, now regularly updated



conducted a series of workshops in Ukrainian regions to disseminate best practices and exchange experience with partners



compiled the analytical report How to Make Local Authorities More Transparent



advocated implementation of recommendations on increasing transparency at the local level



engaged foreign experts and presented the ranking at international events



organized an expert review of the Statute of Lviv territorial community.

## ACHIEVEMENTS OF #TRANSPARENTCITIES BY THE NUMBERS



**364**

participants  
completed training



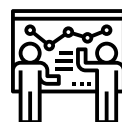
**90**

cities



**1200**

people reached by  
the awareness campaign



**11**

presentations of city  
transparency ranking



**4**

instructions  
for citizens



**2**

handbooks  
for experts



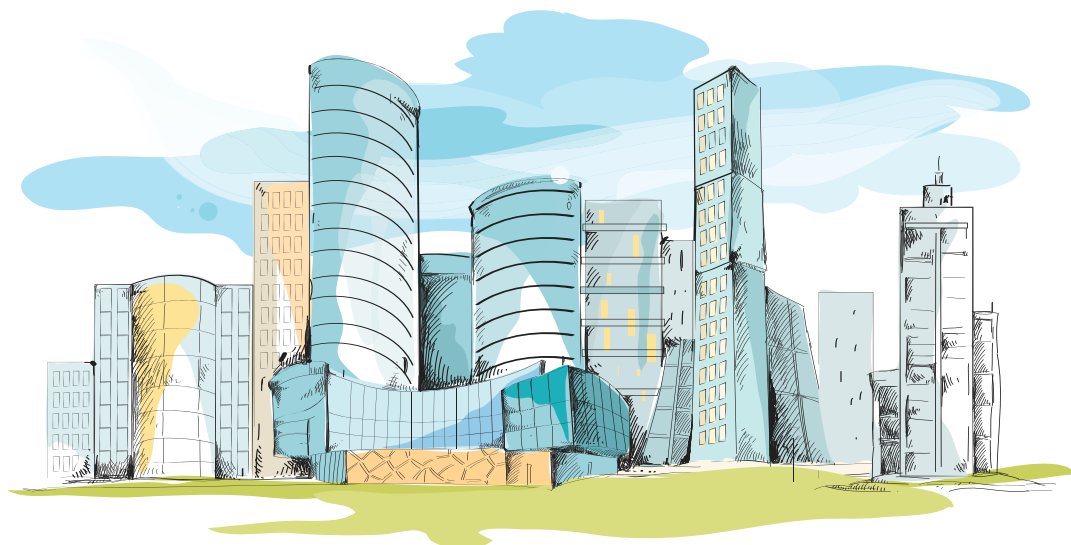
**2**

infographics



**>10**

cities improved their  
scores in the ranking



[www.transparentcities.in.ua](http://www.transparentcities.in.ua)



[www.facebook.com/transparent.cities.ukraine](https://www.facebook.com/transparent.cities.ukraine)

**#TransparentCities**

## EHEALTH NATIONAL HEALTHCARE SYSTEM

**WRITTEN BY:** Yurii Buhai

**PROBLEM STATEMENT.** Currently, regular interaction between doctors and patients in Ukraine is done by means of paperwork, with only elements of the projected electronic medical system existing as of now.

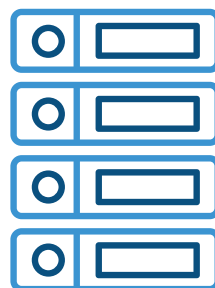
**ACTIONS TAKEN.** EHealth MVP (minimum viable product) was envisaged in hybrid architecture for the sake of healthcare system reform facilitation. At first the reform is going to cover the primary level of medical services with family doctors, general practitioners, and pediatricians. The common goal is to empower each of them with tools to get own medical information. Doctors will issue electronic prescriptions. The system will have the whole medical history of patients. Public agencies will understand what should be financed.

### Project Activity in 2017:

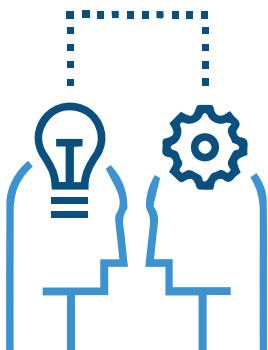
- The team **Project Office of eHealth** was created and specific Memoranda covering the principles of co-operation were signed with partners
- Necessary **regulations** were developed and adopted to run a pilot project (capitation)
- Pilot variant of **MVP eHealth** includes medical establishment and doctors registration as well as the declarations between doctors and patients
- Eight **medical information systems** belonging to the market leaders were connected to the central component of eHealth system
- **Technical protection** of the eHealth system was launched and tested
- All regions of Ukraine have already hosted **workshops to train doctors** in eHealth usage under new financing conditions

### donors and partners:

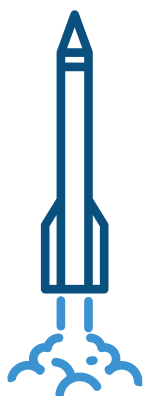
The project is financially aided by international technical support of US, Canada, Germany, Global Fund to Fight AIDS, Tuberculosis and Malaria in cooperation with the Ministry of Health Care and All-Ukrainian Network of PLWH.



- Central component now has all the necessary **functional** for the **pilot run** of the reimbursement program Affordable Medicines



- The draft specifications to obtain **Information Security Integrated System** certificate were developed and discussed with the State Service of Special Communications and Information Protection
- The **single portal** was developed for users (doctors and patients) as well as the **web site to provide information** was delivered to the developers of medical information systems
- The draft regulatory documents and Project Office's Vision on eHealth further development were **submitted to the Ministry of Health**

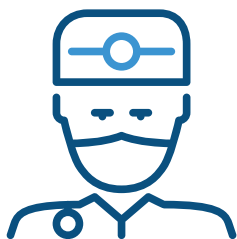


#### OUTCOMES:

**June 19**



launch of the first  
eHealth service



**4 675**

doctors signed up



**690**

medical  
establishments of the  
primary level joined



**20 000**

patients registered

## THE INDEPENDENT DEFENSE ANTI-CORRUPTION COMMITTEE

# NAKO

### donors and partners:

The Ministry of the Foreign Affairs of the Kingdom of the Netherlands and the Ministry for the Foreign Affairs of the Kingdom of Sweden.

**WRITTEN BY:** Artem Davydenko

**PROBLEM STATEMENT.** The project is aimed at fighting corruption and its risks in defense and national security of Ukraine, particularly regarding the activities of the Ministry of Defense of Ukraine and State Concern “Ukroboronprom”.

### ACTIONS TAKEN.

## Facilitating Transparency and Integrity in Defense and National Security of Ukraine



### The team has prepared and presented three reports:

- Making the System Work: Enhancing Security Assistance to Ukraine
- What the Doctor Prescribed? Corruption Risks in the System of Medical Supply in the Ministry of Defense of Ukraine
- Crossing the Line: How the Illegal Trade with Occupied Donbas Has Undermined Defense Integrity.

In 2017, **four more** studies covering corruption risks within the system were launched:

- On accommodation of the Ukrainian Forces military staff
- On the Ministry of Defense land resources management
- On combatant status provision to the participants of the ATO and its deprivation
- On the security improvement for restricted access information.

The NAKO has signed a memorandum on cooperation with the Ministry of Defense of Ukraine and also supported the development of the anti-corruption program for the Ministry.

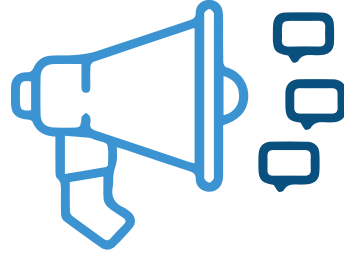
The Committee took part in the working group of the Ministry of Defense of Ukraine to develop medical and technical specifications for individual first-aid kits and also joined the Ukraine – NATO Joint Working Group on Economic Security. The NAKO has developed recommendations for Medium-Term Government Priority Action Plan up to 2020.





## Recommendations Advocacy

The report *Crossing the Line: How the Illegal Trade with Occupied Donbas Has Undermined Defense Integrity* has been presented to the representatives of the Security Service of Ukraine, State Border Guard Service of Ukraine, State Fiscal Service of Ukraine, and Donetsk Civil–Military Administration, followed by further communication to address the issue.



## Informing Public and State Agencies on Research Results

All of the three completed studies were properly presented to the public and state agencies as well as to the international community representatives.



### OUTCOMES:



NAKO recommendations have been included in the tender documentation for procurement of comprehensive review and diagnostic services of SC Ukroboronprom with initial value of UAH 130 mln.

NAKO advocated the creation of SC Ukroboronprom Supervisory Board.

NAKO recommendations have been added to the Annual National Program under the authority of the Ukraine-NATO Commission for 2017.



NAKO studied three areas of MoD activity in the context of corruption risks and developed relevant recommendations.



Discriminatory requirements to medical and technical features of general military individual first aid kits have been eliminated.

# OPEN GOVERNMENT AND PARLIAMENT

### donors and partners:

UNDP “Rada for Europe” project,  
British Embassy in Kyiv.

**WRITTEN BY:** Anastasiya Kozlovtsseva

**PROBLEM STATEMENT.** Parliamentary and governmental processes in Ukraine lack transparency. There is not enough accountability and participation of citizens in decision-making. Ukrainians’ trust for the legislative body and the government is low.

**ACTIONS TAKEN.** TI Ukraine’s team aspired to overcome these problems in 2017. Our activity was based, among other things, on the Declaration on Parliamentary Openness and the principles behind Open Government Partnership. TI Ukraine’s representatives actively participated in the monitoring committee under the Declaration and Coordination Council under Open Government Partnership.

### OUTCOMES:

- TI Ukraine has assisted in development of the Concept and Action Plan for the development of the e-democracy in Ukraine
- TI Ukraine has presented the best practices of the open governance at the first international meeting with member countries of the Eurasian region
- TI Ukraine participated in Coordination Council and working groups of the Open Government Partnership and signed the Memorandum on the opening of the beneficiary owners data with the Ministry of Justice, State Agency for Electronic Governance in Ukraine, and OpenOwnership global consortium. Ukraine has become the first state to join the register
- TI Ukraine has participated in development of the communication strategy for the Verkhovna Rada and advocated its approval
- TI Ukraine has assisted in organization of the international parliamentary conference in May 2017
- according to the Memorandum, all the references from the land cadaster were upgraded to blockchain technology
- TI Ukraine has participated in RPR-Kyiv and Anti-Corruption Council under Kyiv State Administration activities; for instance, it has joined the development of KYIV SMART CITY 2020 concept.



**EFFECTIVE  
FIGHTERS  
AGAINST  
CORRUPTION**

## REINFORCEMENT OF ANTI-CORRUPTION INFRASTRUCTURE

donors and partners:

MFA of the Czech Republic,  
European Commission

**WRITTEN BY:** Oleksandr Kalitenko, Kateryna Ryzhenko, Maksym Kostetskyi

**PROBLEM STATEMENT.** Passage of the anti-corruption legislative package did not overcome the problem of corruption in Ukraine. There is a need to monitor its implementation. There is a need to ward off attacks on the newly created anti-corruption infrastructure. There is still no justice in cases of grand corruption. The newly created body – the Asset Recovery and Management Agency (ARMA) still needs help, proper public supervision and international assistance.



**ACTIONS TAKEN.** To support the launch of the High Anti-Corruption Court, TI Ukraine's team participated in advocacy on the local and national levels. TI Ukraine held meetings with the Ukrainian authorities, as well as the international community, proved the need for the anti-corruption court to representatives of the Presidential Administration, Verkhovna Rada and judicial community. Our experts worked with the Venice Commission and prepared

amendments to the draft law on the High Anti-Corruption Court. We also organized round-table discussions in key regions of Ukraine and Kyiv.

The team of Transparency International Ukraine also made some steps to contribute to the foundation and development of the ARMA. In particular, we helped to implement ARMA's communication strategy. We also participated in independent public supervision of ARMA's activity. Together with ARMA, representatives of TI Ukraine improved regulatory acts in the relevant area.

A representative of TI Ukraine participated in the selection commission of staff members of the Specialized Anti-Corruption Prosecutor's Office. Four prosecutors have been employed.

Wishing to support the effective work of the National Agency for Prevention of Corruption, TI Ukraine participated in the formation of the Public Council under the NAPC and development of the agency's Strategy 2017-2020. However, with regard to significant criticism of the current NAPC management in terms of their professionalism and integrity, in 2017, we stopped cooperation with this agency.

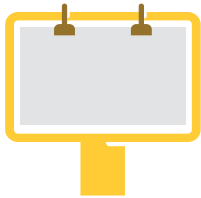
A representative of TI Ukraine participated in the development of a comparative study of anti-corruption policies in Ukraine, Moldova and Georgia as well as Alternative Report on Assessment of Anti-Corruption Policy Implementation Efficiency.

## OUTCOMES:

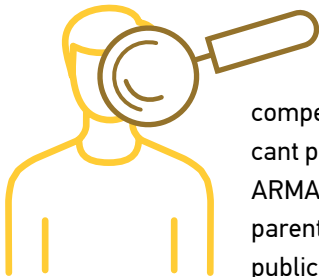


**>300**

discussion participants from across Ukraine



communication campaign held to support the launch of the anti-corruption court



competition for vacant positions in ARMA held transparently, under public supervision



TI Ukraine started a campaign to reset the NAPC

**4**

prosecutors employed to the SAP by the commission with TI Ukraine's representative

**1**

representative of TI Ukraine elected to Public Oversight Council under the NABU



The level of public support of the anti-corruption court launch has grown



In December of 2017, the President submitted a draft law on the launch of the High Anti-Corruption Court to the parliament

**8**

expert discussions

**2**

lectures for students

**3**

kinds of posters

**16**

advertising spaces

**1**

animated video



Public Council under ARMA chosen openly via online voting



ARMA activity now covered in the media

TI Ukraine and other organizations stopped a questionable tender for audit of the system of electronic declaration



by joint advocacy effort, including that of TI Ukraine, the attempt to restrict NABU's powers was stopped.

TI Ukraine and other organizations did not allow for a politically dependent person to be selected as NABU auditor

## MONITORING OF YANUKOVYCH'S CRIMES INVESTIGATION

donors and partners:

Open Society Foundation,  
Transparency International  
Secretariat

**WRITTEN BY:** Andrii Slusar

**PROBLEM STATEMENT.** As of the beginning of the project, no top official from Yanukovych's inner circle (nor Yanukovych himself) was convicted for corruption-related crimes. Likewise, there were no successful cases of recovery of assets obtained through corruption by Yanukovych's team. The management of Prosecutor General's Office did not demonstrate sufficient openness in investigation of grand corruption of Yanukovych's times, while multiple procedural failures gave reason to doubt that there was actual will for effective investigation.



**ACTIONS TAKEN.** TI Ukraine's team participated in two international conferences on counteraction to grand corruption and recovery of stolen assets (in Panama in 2016 and in the USA in 2017) as well as organized two international expert events in Ukraine with the participation of Chair of the Board of the global TI movement, leading international experts in this sector, management of Prosecutor General's

Office, the Ministry of Justice, the National Anti-Corruption Bureau and the Asset Recovery and Management Agency.

**2** international  
conferences

**2** international  
expert events

**1,5**  
**BLN USD** of seized assets  
classified by court  
decision

**1**  
**lawsuit** with the aim to  
publish the decision  
on seizure

TI Ukraine regularly emphasized that it was illegal to conceal from the public the court decision on seizure of USD 1.5 billion which Prosecutor General claimed had belonged to Yanukovych's criminal organization. After public appeals to the Prosecutor General, attempts to review this issue at a meeting of the relevant parliamentary committee and addressing the Ukrainian Parliament Commissioner for Human Rights, TI Ukraine had to resort to filing a lawsuit with the demand to publish this decision.

To highlight the absence of investigation results, Transparency International Ukraine launched two media campaigns: “They cannot remain unpunished” and “They won’t fly back by themselves.”

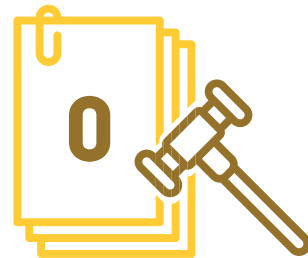
**2** media campaigns (in May and in December)

**40** advertising spaces

Due to the absence of actual positive investigation results of grand corruption of Yanukovych’s times, TI Ukraine focused its effort on casting light on violations. TI Ukraine conducted briefings, published open statements and analytical materials, disseminated press-releases concerning unfounded closure of criminal proceedings, lack of results or any information on the course of investigations. TI Ukraine regularly drew the attention of the global TI movement and Ukraine’s international partners to the current problems in this area.



**OUTCOMES.** Unfortunately, no breakthrough has happened so far. Courts have not received indictments of former officials involved in grand corruption, Prosecutor General’s Office hides information on investigation (even the number of ongoing investigations), there has been no progress in recovery of frozen assets from abroad.



indictments concerning corruption-related crimes committed by top officials of Yanukovych’s times sent to court





**ZERO  
TOLERANCE TO  
CORRUPTION**

## AWARENESS CAMPAIGN “I DON’T BRIBE!”

**WRITTEN BY:** Olga Tymchenko

**PROBLEM STATEMENT.** A recent survey by Democratic Initiatives Foundation showed that about 25% of Ukrainians had given a bribe within the past year. Based on the research data, about half the population considers bribery unacceptable, 44% of people assess it as negative and only 9% believe it is “a natural way to resolve problems.”

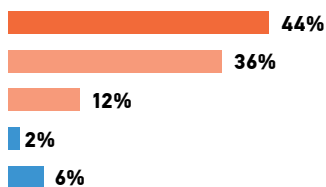
### donors and partners:

US Agency for International Development (USAID), Pact, PROVID creative agency, Ministry of Information Policy, LIGA.net, Ukrainska Pravda, radio ERA FM, Hromadske Radio, radio Voice of Donbas, radio group TAVR MEDIA, Hromaske.ua, UA:Pershyi, Serhii Zhadan's Charity Fund, Shoot Group Video&Photo Production photo studio.

### Most Ukrainian citizens consider corruption a serious problem

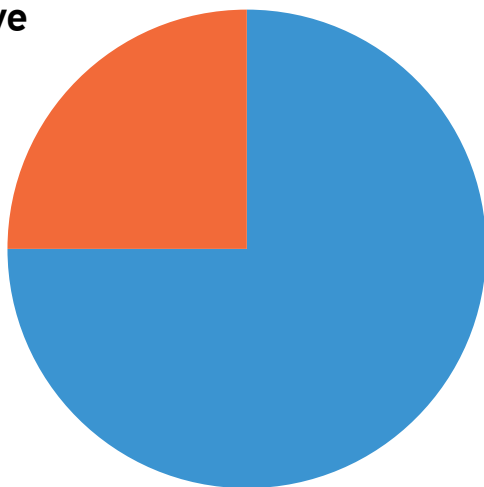
*\*according to survey by Ilko  
Kucheriv Democratic Initiatives  
Foundation*

*Corruption is the most serious problem in Ukraine*  
*The problem is quite serious, but there are more urgent issues*  
*The problem of corruption exists, but it is not too serious*  
*The problem of corruption is overblown*  
*Hard to tell*



### About 25% of Ukrainians have given a bribe at least once during the past year

**ACTIONS TAKEN.** Transparency International Ukraine decided to emphasize everyone's personal responsibility for the choice of whether or not to bribe, ask Ukrainians why they condone corruption and collect positive stories of people who refuse to engage in bribery to prove that there are a lot of such people.



**OUTCOMES.** In November, the first wave of the campaign, conducted by means of outdoor advertising and radio commercials, asked the question: why do you give bribes? People actively responded with a viral series of posts tagged #IDontBribe on social media, collecting over a hundred stories. In December, the second wave of the campaign answered this question. Ukrainian celebrities – Tetiana Danylenko, Serhii Zhadan, Michael Shchur – spoke about their attitude to corruption from billboards. “There is no excuse for corruption!” they say.

**>100**  
stories about  
refusing to engage  
in bribery

**118**  
media references

**406**  
outdoor  
advertising spaces

**2**  
radio  
commercials

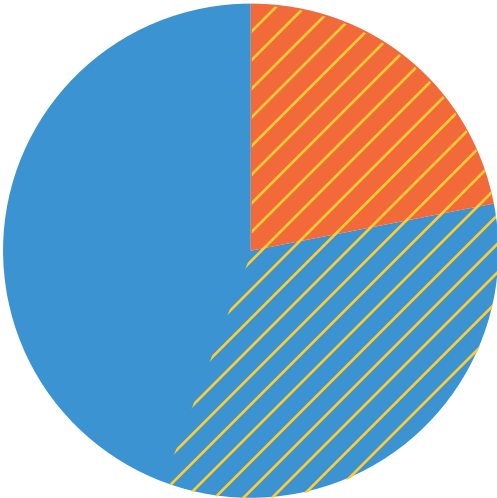
**23**  
cities

**582**  
radio  
broadcasts

**3**  
videos

**397,000**  
YouTube views

**11,500,000**  
people saw the  
TV commercial



**Survey showed:**

- 22%** have seen and remembered the campaign
- 56%** assess it positively

# I DON'T BRIBE!

because thanks but no thanks

WHY DO **YOU GIVE** BRIBES?

[www.decorruption.org.ua](http://www.decorruption.org.ua)



Michael Schur  
showman

# I DON'T BRIBE!

because it ruins the country

**WHY DO ~~YOU GIVE~~ BRIBES?**

[www.decorruption.org.ua](http://www.decorruption.org.ua)



**Sergiy Zhadan**  
poet



## SUPPORTING WHISTLEBLOWERS

**WRITTEN BY:** Oleksandr Kalitenko

**PROBLEM STATEMENT.** Successful corruption counteraction often depends on insider information or whistleblowers. Whistleblowers are usually regular employees. For whistleblowers to succeed, it is critical to ensure their legal protection and access to media and law enforcement agencies. In Ukraine, reporting corruption-related crimes is quite a new idea, and whistleblowers are at risk. Their rights and ways to report crimes are often unclear, mechanisms of application processing are not specified.

### donors and partners:

Solidarity Center, Trudovi Initsiatyvy CSO, GogolFest Lectorium, Pact Inc., Growmada, Goethe-Institut Ukraine, Bestechend, Ministry of Foreign Affairs of Germany, Arthouse Traffic, Anti-Corruption Action Center, Espresso, Hromadske Radio, The Ukrainian Week, oKino, KievVlast, Khorosheye Kino, Detector Media, Fraza, Agriteam Canada Consulting, Global Affairs Canada, Campaign for Tobacco-Free Kids, Zhyttia CSO, Anti-Corruption Headquarters, Center for Democracy and Rule of Law, Friedrich Naumann Foundation in Ukraine and Belarus.

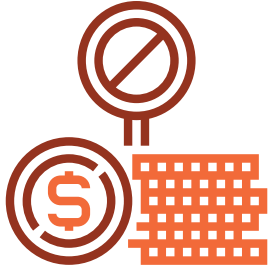


\* "Handbook of a Corruption Whistleblower"

**ACTIONS TAKEN.** Together with partners, the team of TI Ukraine prepared the first Handbook of a Corruption Whistleblower containing practical aspects of protection of whistleblowers: What is corruption and who is a whistleblower? How can one report an instance of corruption? What protection will journalists have? How can one protect his or her anonymity and prevent backlash from corrupt officials etc.?

We provided information support to screening of movies about whistleblowers at the Cinema against Corruption festival (incl. at GogolFest modern art festival). As part of the project about identification of the potential conflict of interest in the tobacco industry and respective monitoring research we encouraged people to report corruption in the tobacco sector.





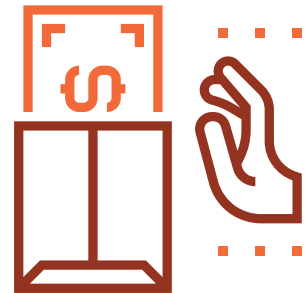
We contributed to the development of “Green Book for Corruption Complaints Handling Systems in Government Agencies in Ukraine, Including Protection Mechanisms for Whistleblowers.”

We also participated in the improvement of the later-approved draft Methodical Guidelines for the NAPC on the Management of Corruption Reports by Whistleblowers.

This document explains how to analyze corruption reports, clarifies powers and responsibilities of officials, the procedure of control over observance of requirements, the need for analytical and preventative outreach work to promote the idea of such reports.

During the year, we also supported whistleblower judge Larysa Holnyk and NAPC whistleblowers, especially Hanna Solomatina.

We launched a mini-campaign on social media Whistleblowers Change the World: What’s Wrong with Ukraine? with seven stories about successful whistleblowers from the USA, the Czech Republic, Switzerland, Slovakia, Hungary and Germany.



#### OUTCOMES:



**1**  
electronic  
“Handbook of  
a Corruption  
Whistleblower”



**5** statements  
to support NAPC  
whistleblowers  
and judge Larysa  
Holnyk



↓  
**14**  
chapters with  
useful references  
and video  
illustrations



**3**  
workshops  
“How and Where  
Can You Report  
Corruption?”

# REINFORCING BUSINESS INTEGRITY

**WRITTEN BY:** Dmytro Yakymchuk

**PROBLEM STATEMENT.** The corporate sector in Ukraine, including both state-owned and private companies, needs greater transparency and accountability to the society, clients and partners.

**ACTIONS TAKEN.** We assessed the level of transparency of 50 biggest private companies and 50 state-owned enterprises. We compiled company transparency rankings based on the international methodology, assessed companies' anti-corruption programs, and their organizational openness. Experts developed general recommendations for better access to information and reporting. TI Ukraine's representative worked with the newly created Ukrainian Network of Integrity and Compliance - an initiative for business which strives to work transparently.



**OUTCOMES.** TI Ukraine compiled transparency rankings of 100 biggest Ukrainian enterprises, comparative rankings by the form of ownership, by industry, by content of anti-corruption programs etc. We suggested specific recommendations to the government and companies how to improve transparency of their reporting. In 2017, we presented study results. We also conducted seminars during "Anti-Corruption School" of the Ukrainian Catholic University. The

issue of transparency of business and state-owned companies reached the national level. Based on the 2016 results, out of 100 biggest companies in Ukraine, the highest transparency score is 8.9 out of 10, the average score is 3.1, 30 companies did not receive a single point.

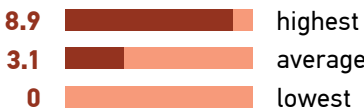
**donors and partners :**

Transparency International Secretariat, Siemens Integrity Initiative, Business Ombudsman Council, Ukrainian Network of Integrity and Compliance (UNIC)

**100** transparency ranking of the biggest companies

**30** companies did not receive a single point

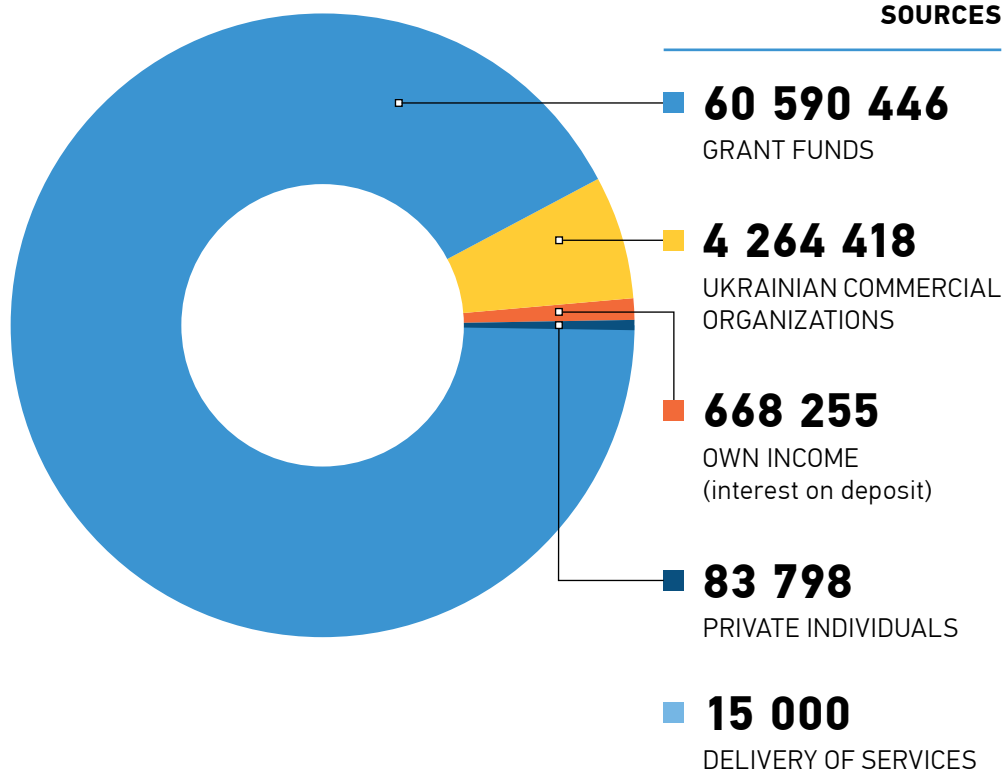
**2016 corporate transparency figures**



**57** companies do not have or have not published anti-corruption programs or ethics codes

# **FINANCIAL REPORT**

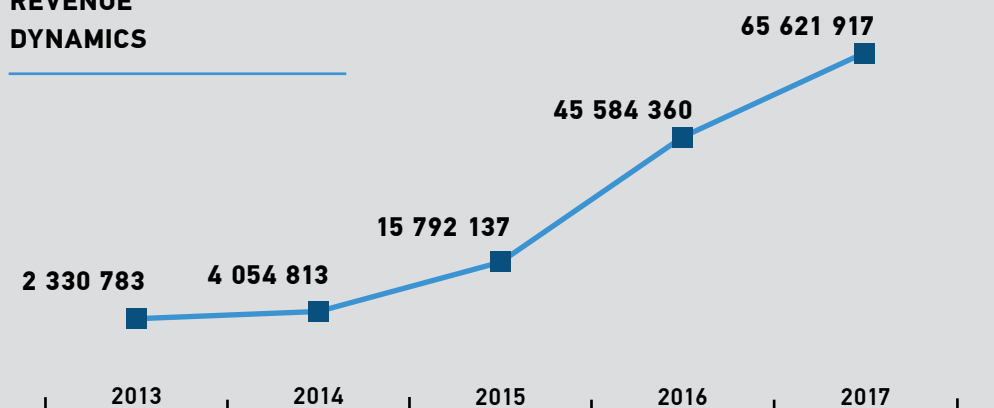
## REVENUE SOURCES







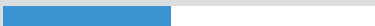
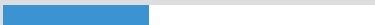
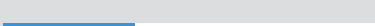
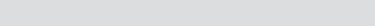
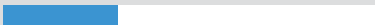
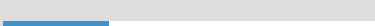
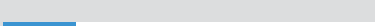
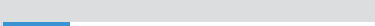
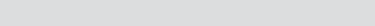
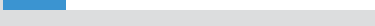
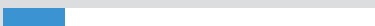
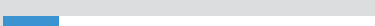
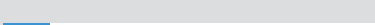
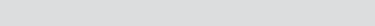
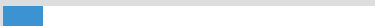
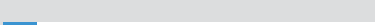
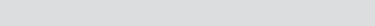
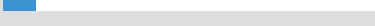
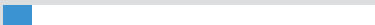
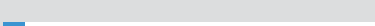
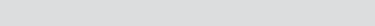
## TOTAL REVENUE AMOUNT

**UAH 65 621 917**

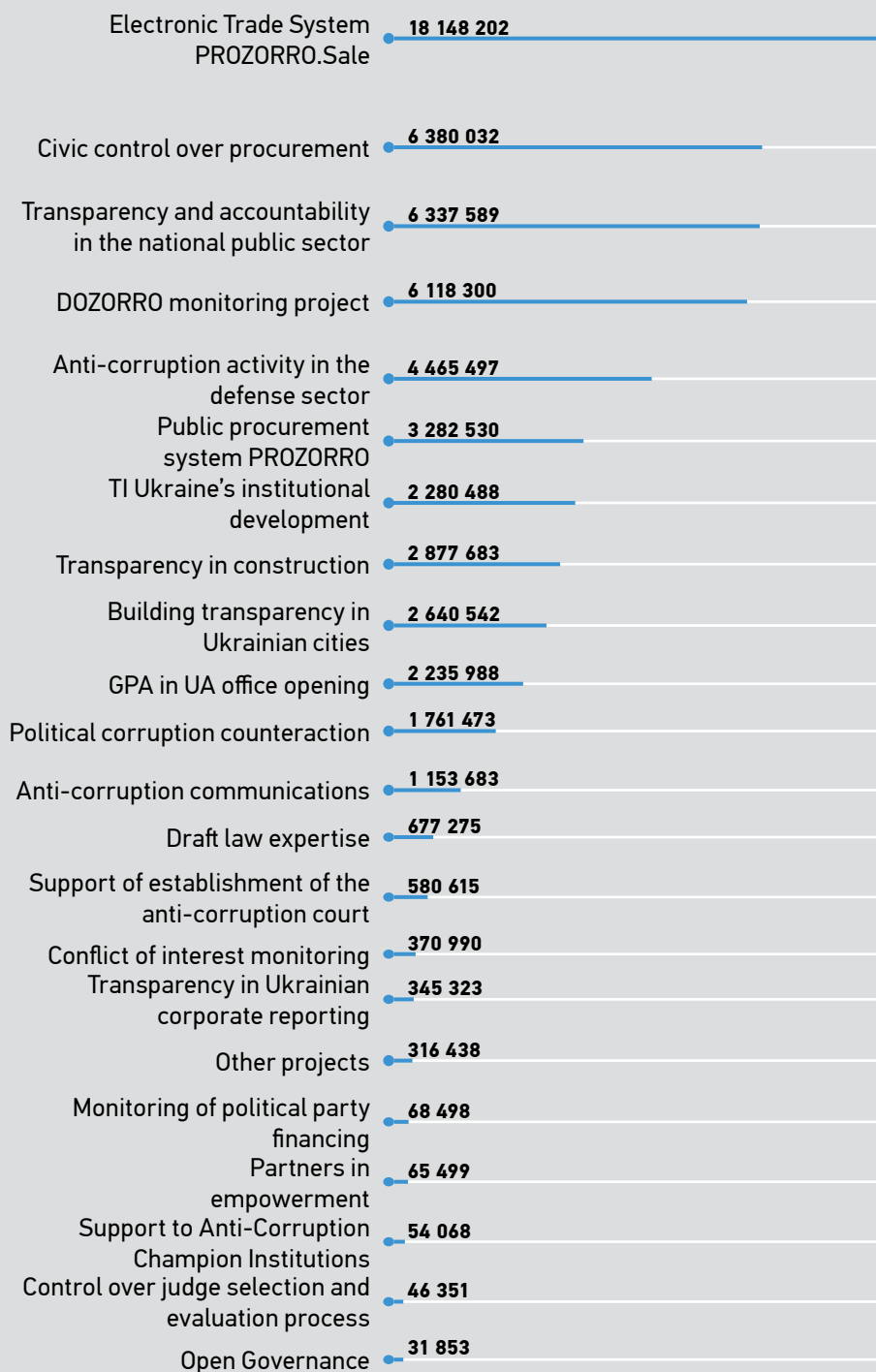
## REVENUE DYNAMICS



## REVENUE

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH		14 941 972
European Commission		11 652 210
Omidyar Network Fund, Inc.		6 667 619
Ukrainian Commercial Organizations		4 264 418
Western NIS Enterprise Fund		3 860 457
Transparency International, UK		3 355 581
The Construction Sector Transparency Initiative		2 627 598
Embassy of the Kingdom of the Netherlands		2 396 800
UN Democracy Fund		2 317 235
Eurasia Foundation		2 032 872
Pact, Inc.		1 873 403
Fund for the City of New York (Open Contracting Partnership)		1 766 633
International Renaissance Foundation		1 734 877
United Nations in Ukraine		1 300 258
All-Ukrainian Network of People Living with HIV		946 800
Transparency International e.V. (Secretariat)		804 540
UK Embassy		677 275
Own Income (interest on deposit)		668 255
Embassy of the Czech Republic		580 615
Center for Democracy and Rule of Law, CSO		398 320
Campaing for Tobacco-Free Kids		374 550
Management Systems International		234 479
Private Individuals		83 798
Chemonics International Inc.		46 352
Delivery of Services		15 000

## EXPENDITURES



Total amount of  
expenditures

**UAH 60 238 917**

- **7 138 257** German Government and UK Aid from the UK Government (via GIZ)
- **4 962 611** Western NIS Enterprise Fund
- **3 650 538** Ukrainian Commercial Organizations
- **2 396 796** Embassy of the Kingdom of the Netherlands
- **5 279 182** Eurasia Foundation
- **946 800** All-Ukrainian Network of People Living with HIV
- **154 050** International Renaissance Foundation
- **3 490 011** European Commission
- **2 847 578** Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
- **3 348 022** Omidyar Network Fund, Inc.
- **1 576 278** Fund for the City of New York (Open Contracting Partnership)
- **1 194 000** International Renaissance Foundation
- **4 465 497** Transparency International, UK
- **2 165 585** Western NIS Enterprise Fund
- **1 116 945** German Government (via GIZ)
- **1 985 667** United Nations in Ukraine
- **294 821** Pact, Inc.
- **2 374 263** The Construction Sector Transparency Initiative
- **503 420** United Nations in Ukraine
- **2 359 653** UN Democracy Fund
- **280 889** Center for Democracy and Rule of Law, CSO
- **2 235 988** German Government (via GIZ)
- **1 761 473** Transparency International e.V. (Secretariat)
- **1 153 683** Pact, Inc.
- **677 275** UK Embassy
- **580 615** Embassy of the Czech Republic
- **370 990** Campaigning for Tobacco-Free Kids
- **345 323** Transparency International e.V. (Secretariat)
- **287 781** Own Income
- **28 657** Private Individuals
- **68 498** Transparency International, Latvia
- **65 499** PASOS
- **54 068** Management Systems International
- **46 351** Chemonics International Inc.
- **31 853** Transparency International e.V. (Secretariat)

# OUR BOARD



## **ANDRII MARUSOV**

**Chair of the Board.**

**Independent expert in public procurement, journalist**

Andrii Marusov was born in 1972 in Mariupol, Ukraine. He graduated with distinction from Donetsk State University, Ukraine (History), Central European University, Hungary (Sociology) and the University of Kansas (E.Muskie fellowship, Master of Public Administration). He has significant experience in research and administrative work, in particular monitoring and evaluation, project implementation supported by the International Finance Corporation, Delegation of the EC to Ukraine, UNICEF Ukraine, UNDP Ukraine, Office of the World Bank in Ukraine, Belarus and Moldova, the U.N. Secretariat, USAID, Open Society Institute (Budapest), International Renaissance Foundation, the National Bank of Ukraine, the Institute of Sociology of Ukraine, and others. He designed, coordinated, and participated in research on Ukrainian Land Reform, the Prevention of HIV/AIDS, E-Governance, Public Procurement, Freedom of Speech, Exit Polls etc. Andrii was among the first people to investigate corruption in Ukrainian public procurement (in particular, a corruption scheme with the Tender Chamber of Ukraine). In 2007 he was awarded the Grand Prix of the National Competition on the Best Anti-Corruption Journalist Investigations. In 2008 he was Ukraine's nominee for the Central European Initiative Award for Outstanding Merits in Investigative Journalism.



## **JOSÉ UGAZ**

**Professor of Law,**

**chair of Transparency International (2014-2017)**

José Carlos Ugaz is a professor of law at Pontifical Catholic University of Peru and chair of Transparency International. He became President of PROETICA, Transparency International's national chapter in Peru in 2002, then an Individual Member of Transparency International in 2008. Professor Ugaz was elected to the TI Board in 2011 and elected chair from 2014-2017. A lawyer by training, he served as Ad-Hoc State Attorney of Peru in several corruption cases. During the Fujimori-Montesinos affair (2000-2002), his office opened more than 200 cases against 1,500 members of the Fujimori network. Under his mandate, US\$205 million in assets were frozen abroad and US\$75 million were recovered. Professor Ugaz was a member of the UN Peace Keeping Mission and the UN Election Observers Mission for El Salvador, and from 2004-2006 served at the World Bank's Institutional Integrity Office, the World Bank's anti-corruption unit. Professor Ugaz studied Law at Pontifical Catholic University of Peru. Since 2017 is part of the Accountability Panel at Wildlife Justice Commission. Author of "Caiga quien Caiga" experiences as State Attorney in the case Fujimori – Montesinos (July 2014).





### **TOMAS FIALA**

**Chief Executive Officer**

**of the Ukrainian investment company Dragon Capital**

Tomas Fiala has over twenty years of experience in Central and Eastern European securities markets. He started his career at Bayerische Vereinsbank in Prague in 1994, continuing studies at the Prague University of Economics. In 1995, Tomas joined Wood & Co., a leading regional investment bank, and was sent a year later to Ukraine to establish and run their office in the country. Under his leadership, Wood & Co. became the largest investment bank in Ukraine. Following the 1998 financial crisis, he moved to Wood's Warsaw office to launch their online brokerage. In 2000, Tomas initiated the founding of Dragon Capital. Since its foundation, Tomas has been the CEO of Dragon Capital, building the company into the leading investment bank in Ukraine and a trusted financial adviser for international investors. He sits on the boards of several companies, including AIM-listed Dragon-Ukrainian Properties & Development plc. Tomas has twice been recognized as "Best Manager in Ukraine" by Ekonomika publishing house (2009, 2010). Tomas has served as elected President of the European Business Association (EBA) in 2010-2015 and since 2016, leading Ukraine's top business community which currently unites over 960 companies with more than a million employees. In October 2016, Tomas was elected to the Board of Transparency International Ukraine for a two-year term.



### **YULIA KLYMENKO**

**Former Deputy Minister of Economic Development and Trade of Ukraine**

Yulia Klymenko studied Economics at the National University of Kyiv-Mohyla Academy and has a master's degree in Business Administration from the International Management Institute. Yulia got a postgraduate education in Asset Management from the Institute of Real Estate Management (USA). Ms. Klymenko has considerable experience in the management and optimization of large entities and organizations. At the Ministry of Economic Development and Trade, she is in charge of the development of SMEs, deregulation, administration and the reform of regulatory authorities, as well as the restructuring of the Ministry.



### **JUHANI GROSSMAN**

**Chief of Party, Management Systems International (MSI)**

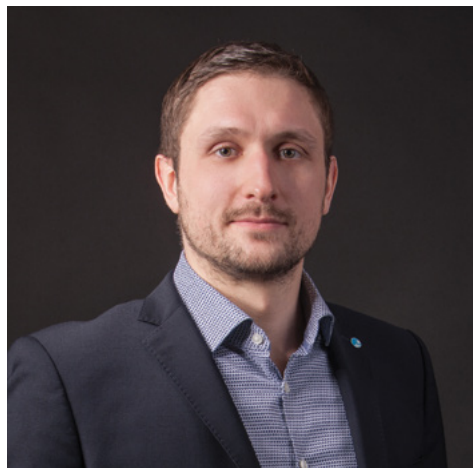
Juhani Grossmann was born in 1980 in Savonlinna, Finland. Mr. Grossmann holds a B.A. in Political Science, Landegg International University, Switzerland (2001); MA in Conflict Resolution, Landegg International University, Switzerland (2003); Executive Masters in Public Management, Hertie School of Government, Germany (2010). He has an extensive experience in management of large technical assistance projects (of more than USD 10 million) in Western Europe and Southwest Asia in the areas of anti-corruption and electoral processes.

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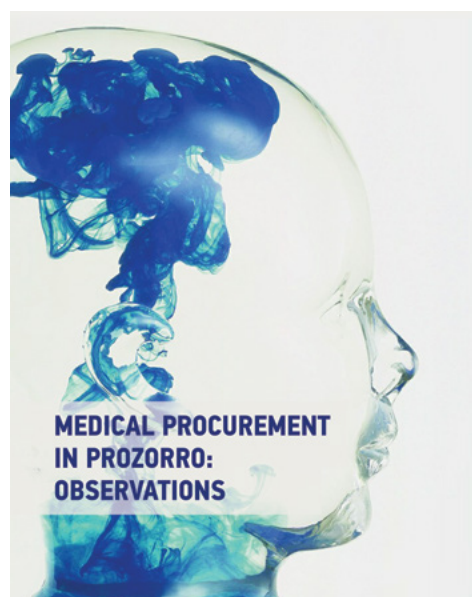
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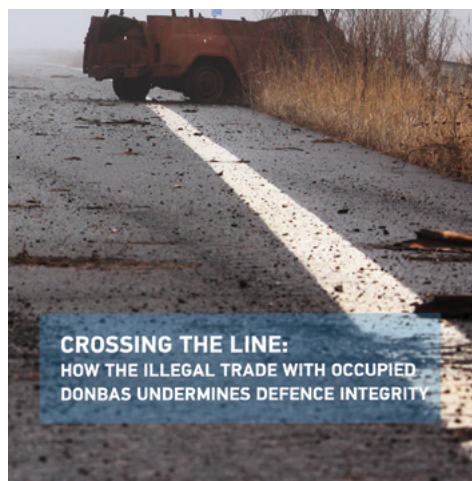
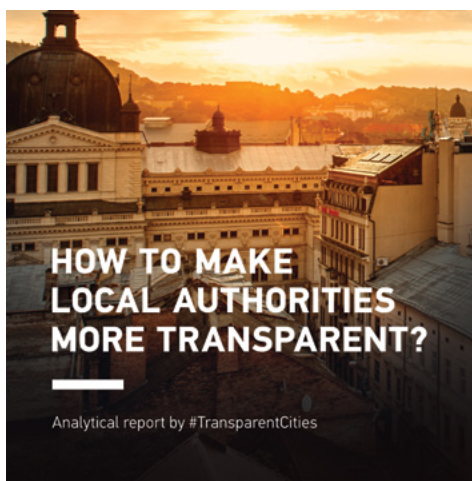
# ONLINE RESOURCES

- [www.ti-ukraine.org](http://www.ti-ukraine.org) — Transparency International Ukraine's official website. Basic information on the organization, updates on our projects, statements about current events.
- [www.dozorro.org](http://www.dozorro.org) — Website of the system of civic control over public procurement DOZORRO. Option to leave feedback on a procurement in ProZorro News on public procurement and relevant blogs. Legal instructions and analytical tools.
- [www.bi.prozorro.org](http://www.bi.prozorro.org) — Public business intelligence module for procurement in the ProZorro system.
- [www.bi.prozorro.sale](http://www.bi.prozorro.sale) — Public business intelligence module for sales in the ProZorro.Sale system.
- [www.transparentcities.in.ua](http://www.transparentcities.in.ua) — Website of the Transparent Cities project. City transparency ranking. News and information on upcoming events.
- [www.nako.org.ua](http://www.nako.org.ua) — Official website of the Independent Defense Anti-Corruption Committee (the NAKO). Project news, statements and research.
- [www.anticorruption.in.ua](http://www.anticorruption.in.ua) — Resource for support of corruption whistleblowers. Guidelines on corruption counteraction. Anti-corruption legal advice.
- [www.decorruption.org.ua](http://www.decorruption.org.ua) — Decorruption communication platform. Anti-corruption awareness campaigns. Essential news on corruption counteraction. Option to report a corruption-related crime.

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## DONATE

Your charitable donation tells us that you care about the situation in Ukraine. It urges us to continue our fight against corruption. It helps us join our efforts, guided by common values, and work even more effectively. Follow the link <https://ti-ukraine.org/en/support-us/> or scan the QR code.



## VOLUNTEER WORK

Do you want to contribute to Ukraine's development and join the global anti-corruption movement Transparency International? We are happy to work with volunteers. In TI Ukraine, volunteers get new knowledge and useful skills, grow as people, gain valuable experience. Send your CV with a letter of motivation to [office@ti-ukraine.org](mailto:office@ti-ukraine.org) with "Volunteer" in the subject line. Join us!







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