

2025

MAKING UKRAINE STRONGER

Efficient and transparent public procurement system

An effective state anti-corruption policy

Transparent and accountable local government

International advocacy and the strategic level

A resilient organization and a strong voice

Financial statements

Support for the Defense Forces of Ukraine

ANTI-CORRUPTION TRACK



TRANSPARENCY
INTERNATIONAL
UKRAINE





This year confirmed TI Ukraine's institutional maturity and capacity to deliver results under difficult conditions.

We helped sustain the resilience of the anti-corruption system while driving concrete change – **UAH 1.1 billion in budget savings and 14 criminal proceedings opened on our referrals.**

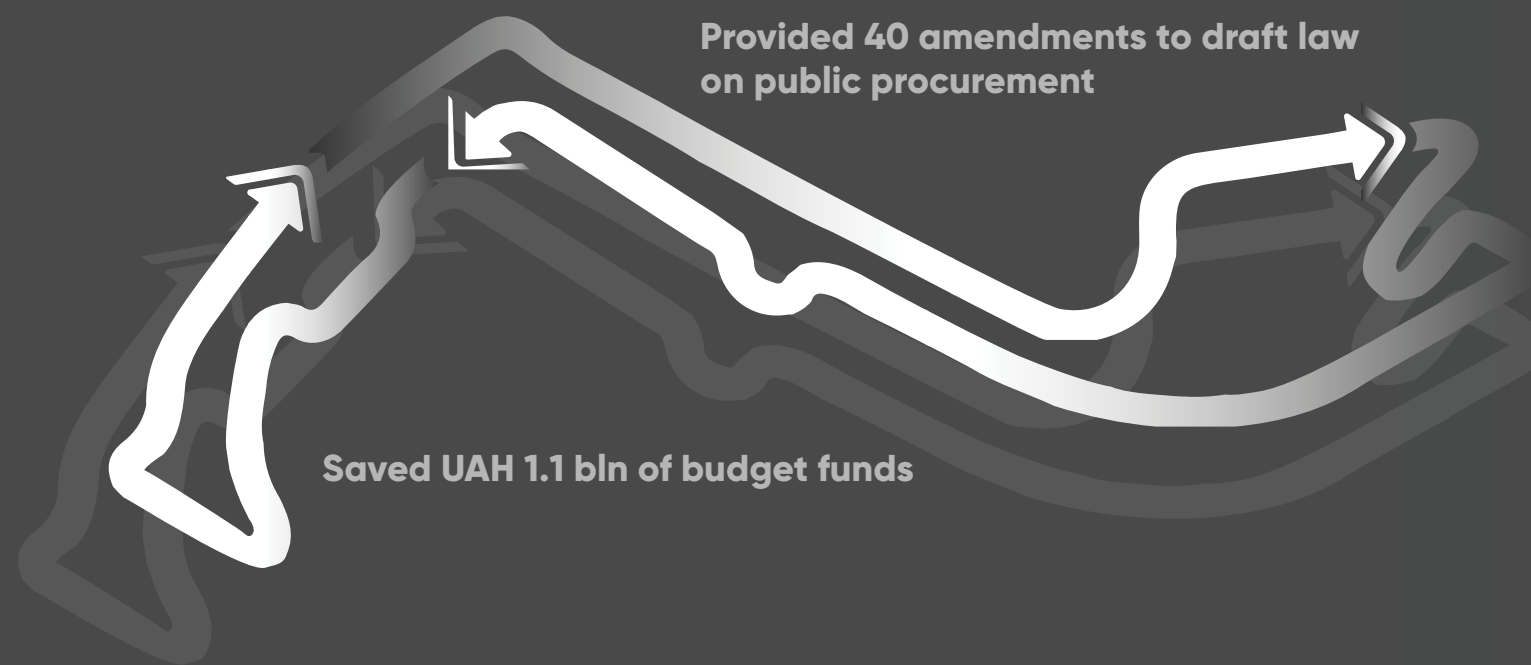
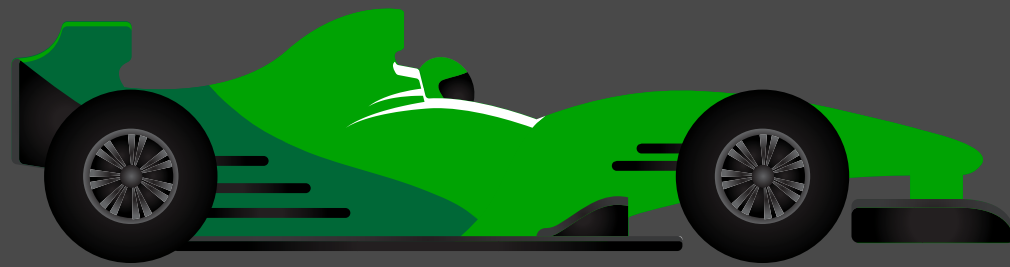
Equally important, **we work proactively: shaping anti-corruption policy, strengthening institutions, and promoting Ukraine's experience on the international stage.**



Andrii Borovyk,
Executive Director, Transparency International Ukraine



Efficient and transparent public procurement system



Case study:

The case that led to **the largest savings over the past year** (more than UAH 95 million) was our monitoring of 13 procurements for thermal modernization of residential buildings in Dnipro. We began analyzing these tenders in spring 2024 and finalized results in spring 2025 once the contracts were fulfilled. We identified inflated prices for materials in the cost estimates, which were revised following our submissions, and the overall contract values were reduced accordingly.

UAH 1.1 billion in budget savings.

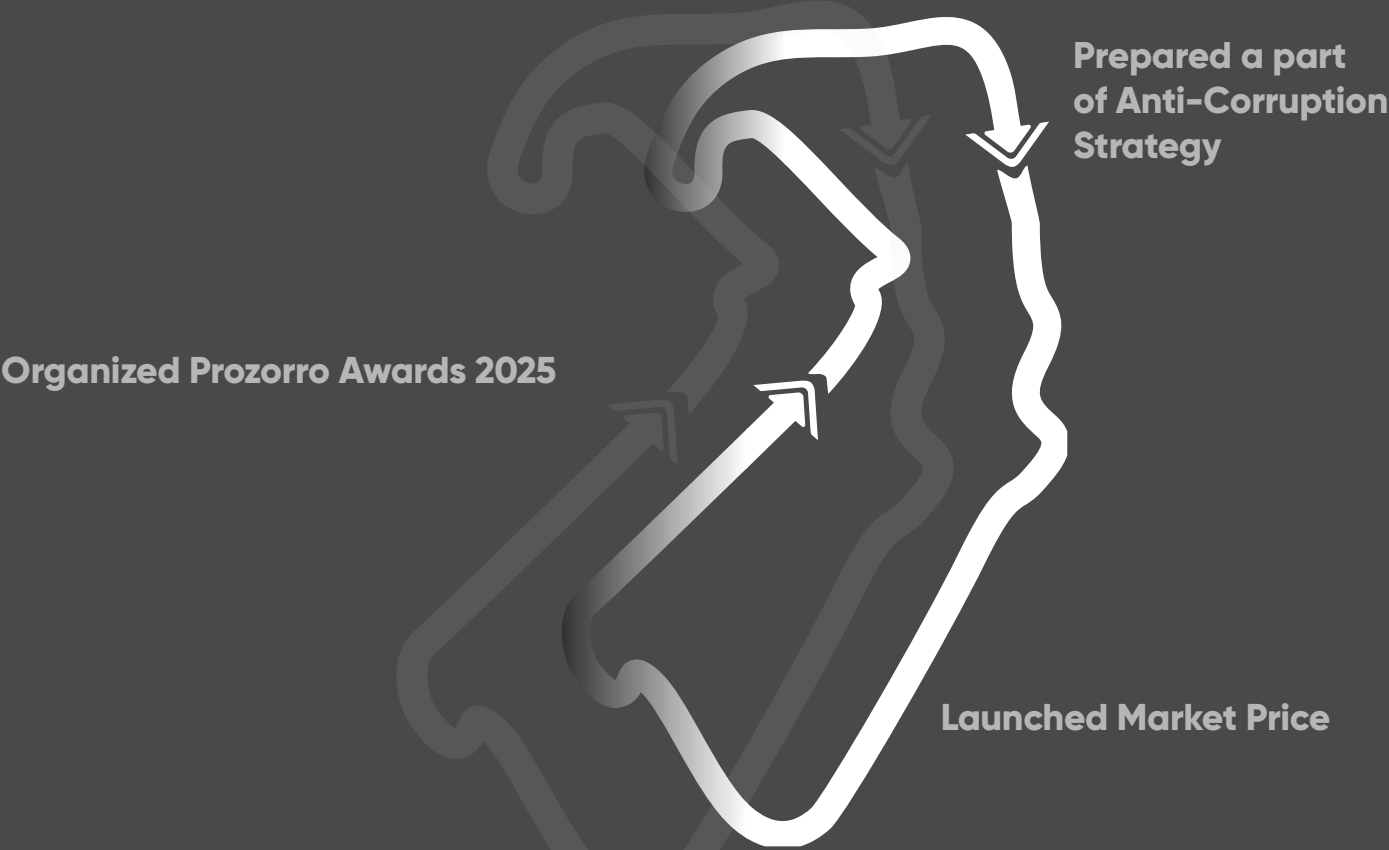
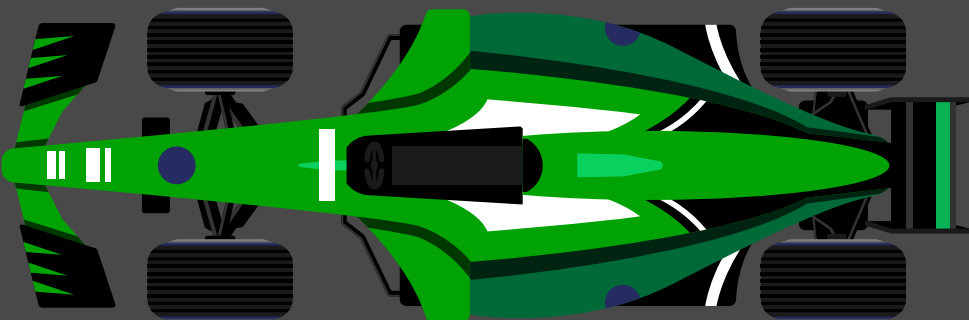
14 criminal proceedings opened following our submissions, and systematic exposure of inefficiency through our monitoring in 2025.

2 years of the team's work and **40 amendments to the new Draft Law on Public Procurement**, which is intended to harmonize our procurement rules with European ones.

We became co-organizers of Prozorro Awards 2025—an annual award recognizing best practices in the field—together with the Ministry of Economy, Prozorro State Enterprise, and KSE.



Efficient and transparent public procurement system



Case study:

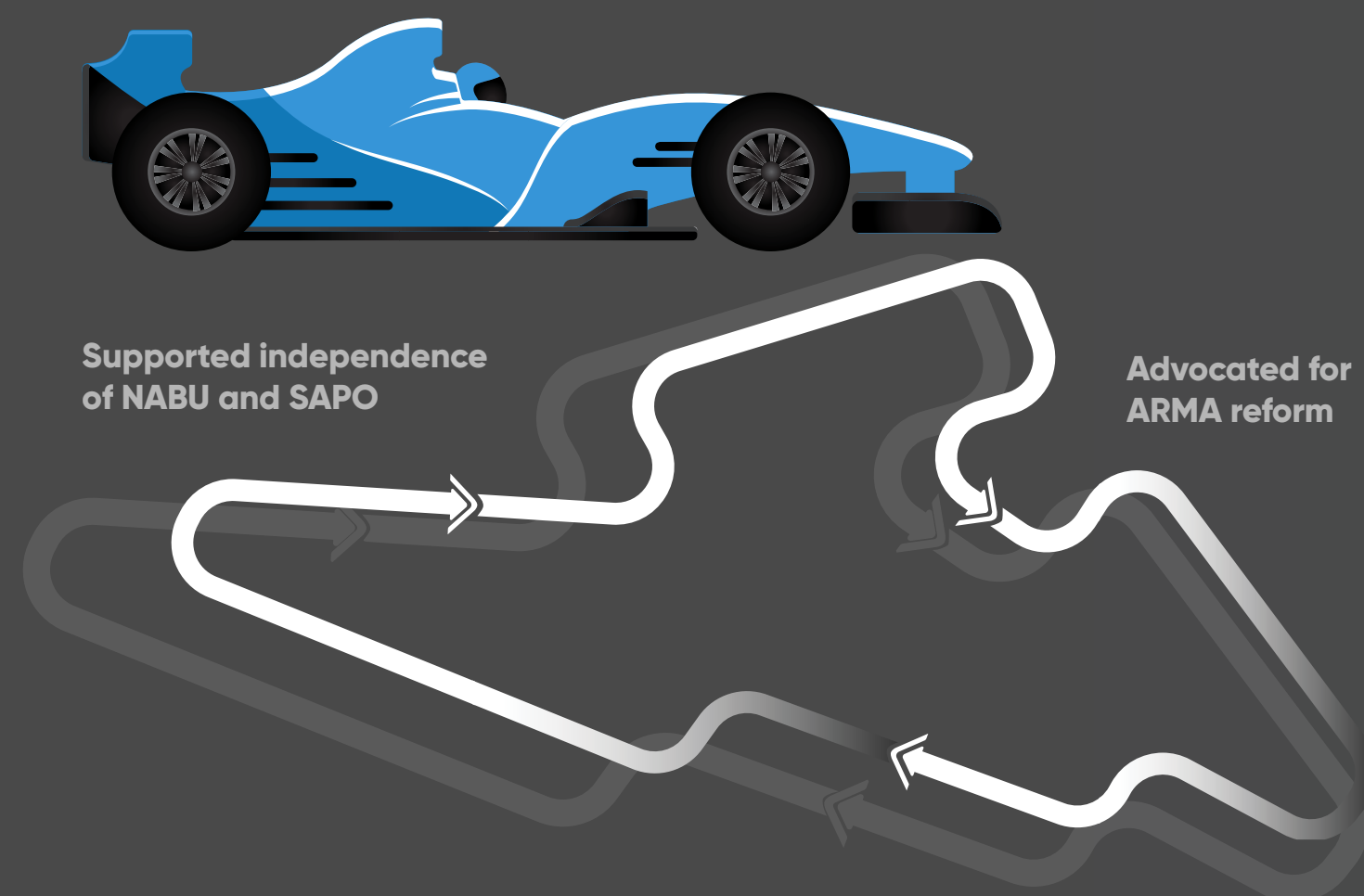
Our monitoring specialists' favorite procurement of the year was the **construction of a shelter** for one of *Kyiv's schools*, where the cost estimate included cable clips priced at 500 times the market rate. At first, the contracting authority ignored requests to adjust the prices and refused to provide completion certificates. We therefore contacted the Ombudsman, who issued an administrative report. Eventually, the contracting authority reduced the contract value by UAH 16 million, exactly the amount of the likely overpayment.

- **We prepared** the part of the draft **Anti-Corruption Strategy** related to public procurement.
- Following our research, **the State Audit Service increased the share of preventive monitoring**. We found that auditors mostly launch monitoring after contracts have already been signed—at a stage when most violations can no longer be remedied. We therefore recommended that they adjust their approach and start monitoring earlier.
- We launched Market Price, a BI Prozorro tool for analyzing prices of goods purchased through Prozorro Market.
- We integrated our BI Prozorro analytics module with the DREAM system, making it easier to track procurement for recovery and investment projects through relevant filters.
- We expanded the monitoring analysis capabilities in BI Prozorro—users can now see which specific risk indicators auditors relied on to initiate monitoring.
- We held 21 training sessions on public procurement and BI Prozorro for various stakeholders: contracting authorities, public officials shaping sectoral policy, local self-government bodies, journalists, university lecturers, and students.
- The European Commission's EU Enlargement Report, which assesses the progress of candidate countries, includes conclusions and recommendations from our research.

.....➤

An effective state anti-corruption policy

Making Ukraine stronger



In 2025, our legal team analyzed more than **40 legislative and regulatory initiatives** in the field of anti-corruption policy. Through **systematic monitoring and analysis** of top corruption cases, participation in **selection commissions** and **assessment of**

candidates for senior positions, preparation of **the Shadow Report** for the European Commission, and other research, we continue to turn complex challenges into clear proposals for the state's next European integration steps.

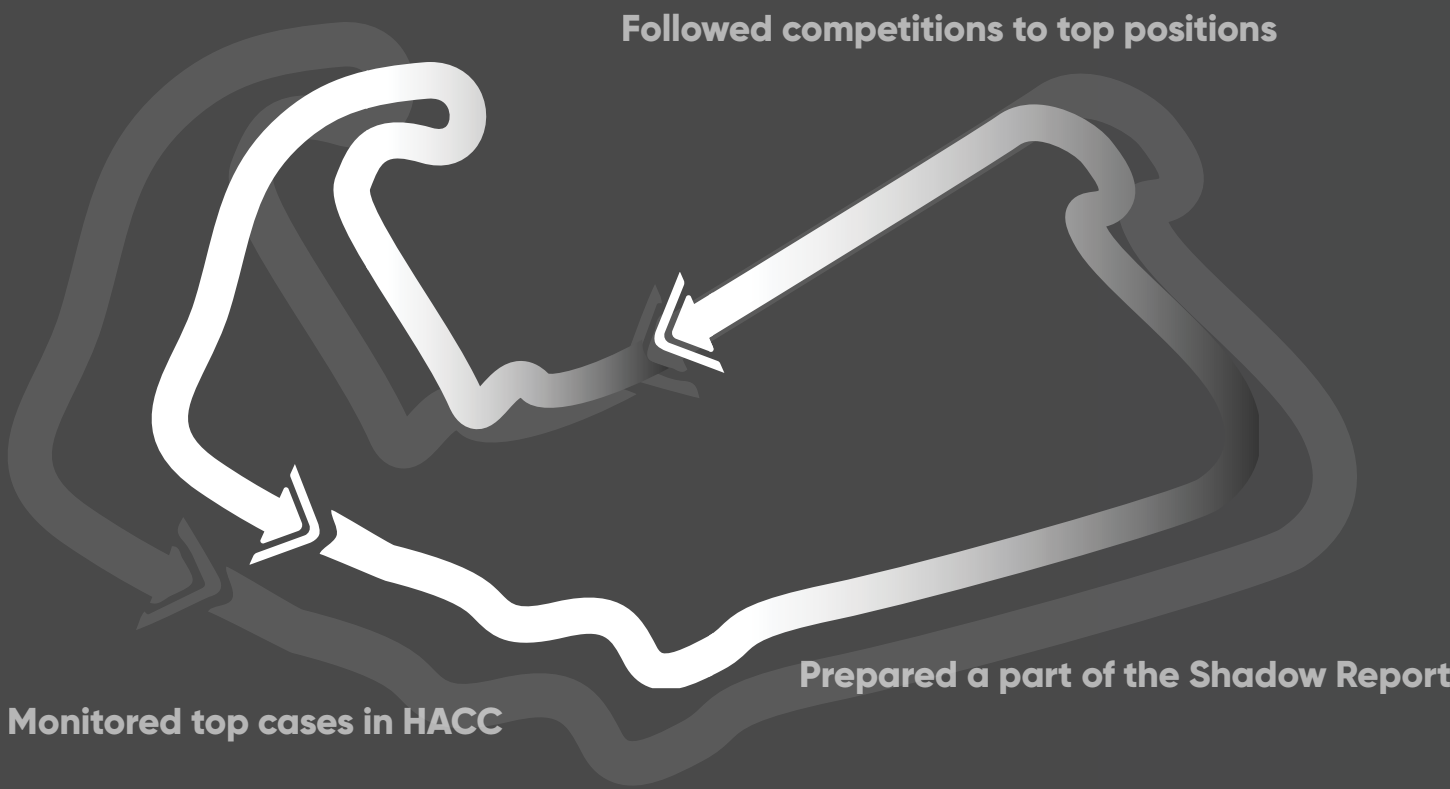
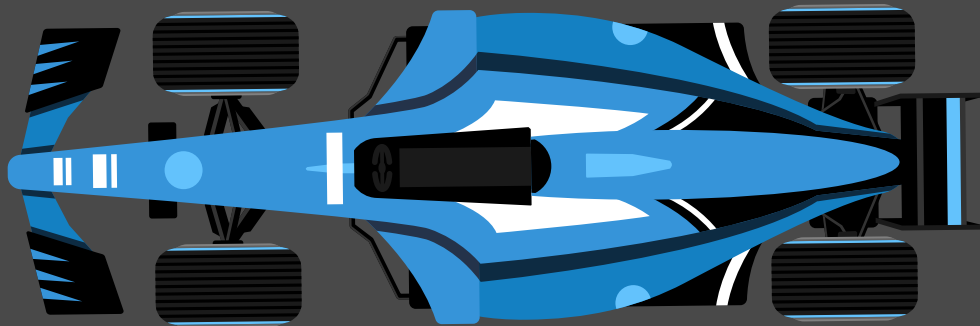


Legislative initiatives and advocacy

- **The independence of the NABU and the SAPO.**
Our experts promptly analyzed the controversial [Draft Law No. 12414](#) and actively communicated and advocated for preserving safeguards for the independence of the anti-corruption system.
- **ARMA reform.**
We actively contributed to the text of the adopted [law](#), which launched the ARMA reform. Once the reform began, our legal experts also contributed to the development of the regulations needed to implement the adopted legislation. In particular, we helped ARMA develop sound regulations for selecting asset managers through Prozorro.



An effective state anti-corruption policy



Monitoring and analytics:

- On the **HACC Decided** platform, we explain to the public the complex processes and outcomes of the High Anti-Corruption Court’s work, in both Ukrainian and English. The platform already features 497 case summaries,

more than 116,000 documents, and 3,500 broadcasts. Just one year after its launch, the platform has already become a timely source of information for journalists and other stakeholders, offering details of top corruption cases, explanations of court decisions, and high-quality analysis.



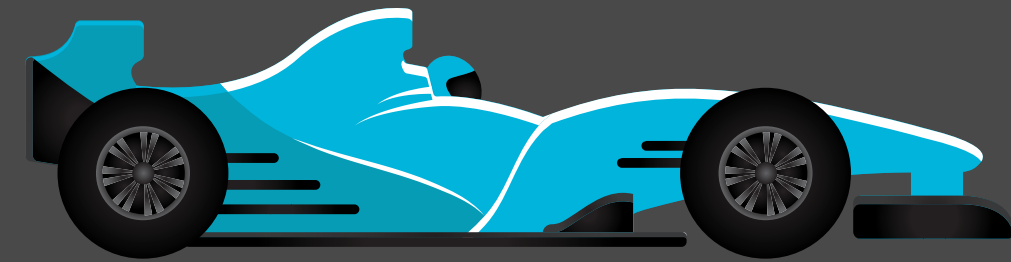
Case study:

At a court hearing in the Onyshchenko “gas scheme” case, TI Ukraine’s court monitoring lawyers revealed an attempt by former State Fiscal Service Head Roman Nasirov to suspend the proceedings through voluntary military mobilization. **We were the first to bring public attention** to the situation, which triggered a major wave of media coverage. The very next day, the Military Law Enforcement Service reported that it had found the order to conscript Nasirov unlawful and had revoked it. Our subsequent advocacy was reflected in legislative amendments adopted in June 2025.

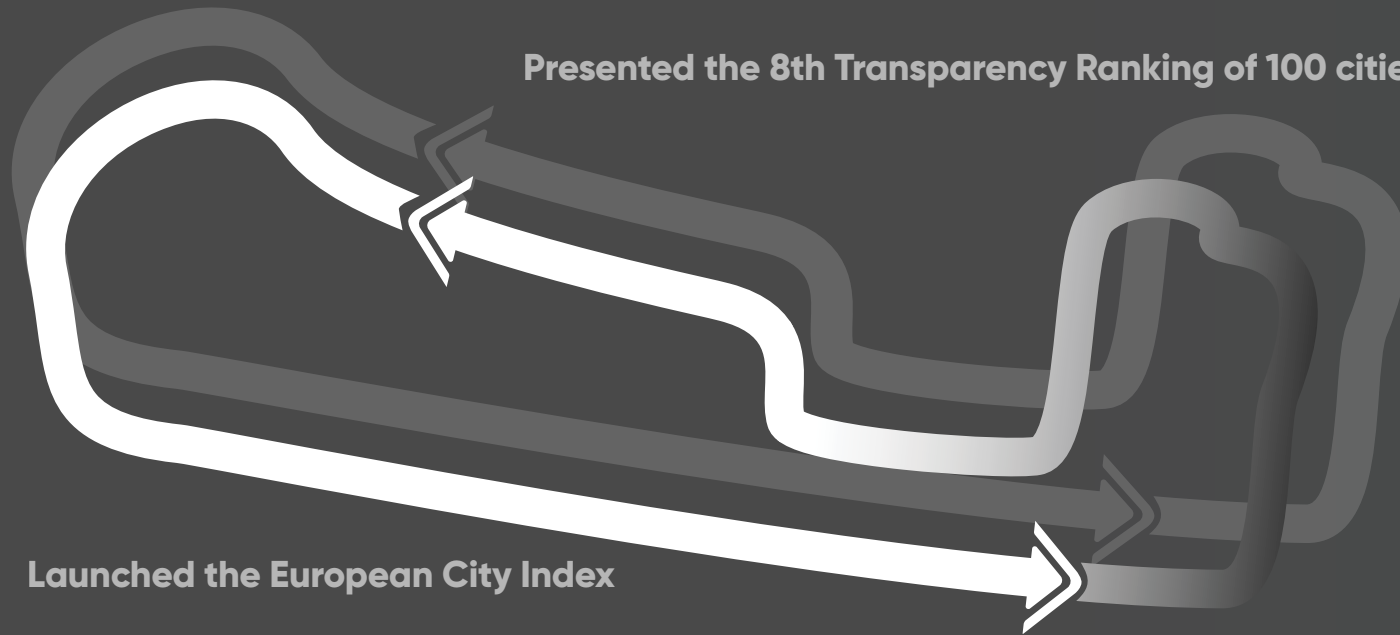
- As a result of our comprehensive analysis of the HACC’s work, we prepared the sixth monitoring report with recommendations for the court.
- Our experts monitored the progress of competitions for the selection of SAPO prosecutors, HACC judges, and the ARMA head; we analyzed the problems in these competitions, provided recommendations to improve the procedures, and effectively interacted with the selection commissions to implement them. **Andrii Borovyk served on the selection commission for SAPO prosecutors, while Kateryna Ryzhenko became Chair of the selection commission for the Head of ARMA.**
- TI Ukraine was part of the coalition of civil society organizations that prepared the Shadow Report for the European Commission on Chapters 23 and 24. Many of our recommendations were later reflected in the European Commission’s Enlargement Report on Ukraine.

.....>

Transparent and accountable local government



Presented the 8th Transparency Ranking of 100 cities



Launched the European City Index

In 2025, we presented **the eighth Transparency Ranking of 100 cities**. We found that the average transparency level across all city councils was 41.6%, while the level among those closest to the front line was even higher, reaching 43.9%.

In view of Ukraine's European integration aspirations, we restructured our program and launched a pilot project to assess cities against European standards—**the European City Index**.

We analyzed **10 regional centers**.



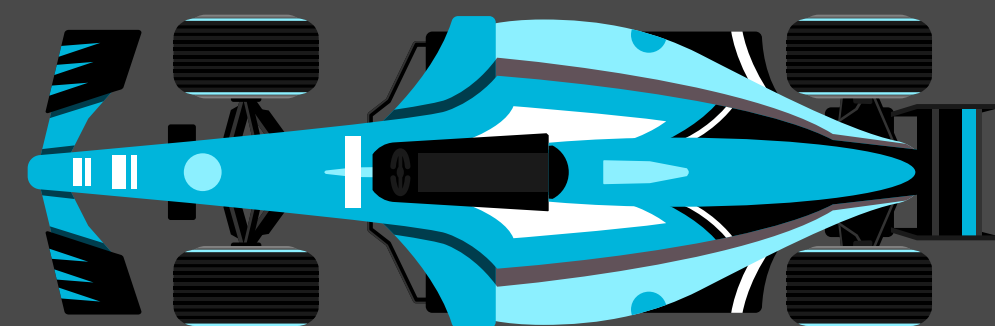
Case study:

The Transparent Cities team presented its flagship product—the **results of the Transparency Ranking of Cities** during the full-scale war. Analysts assessed 100 municipalities across **21 regions of Ukraine against 70 criteria**. The program developed recommendations for cities that helped them improve transparency levels.

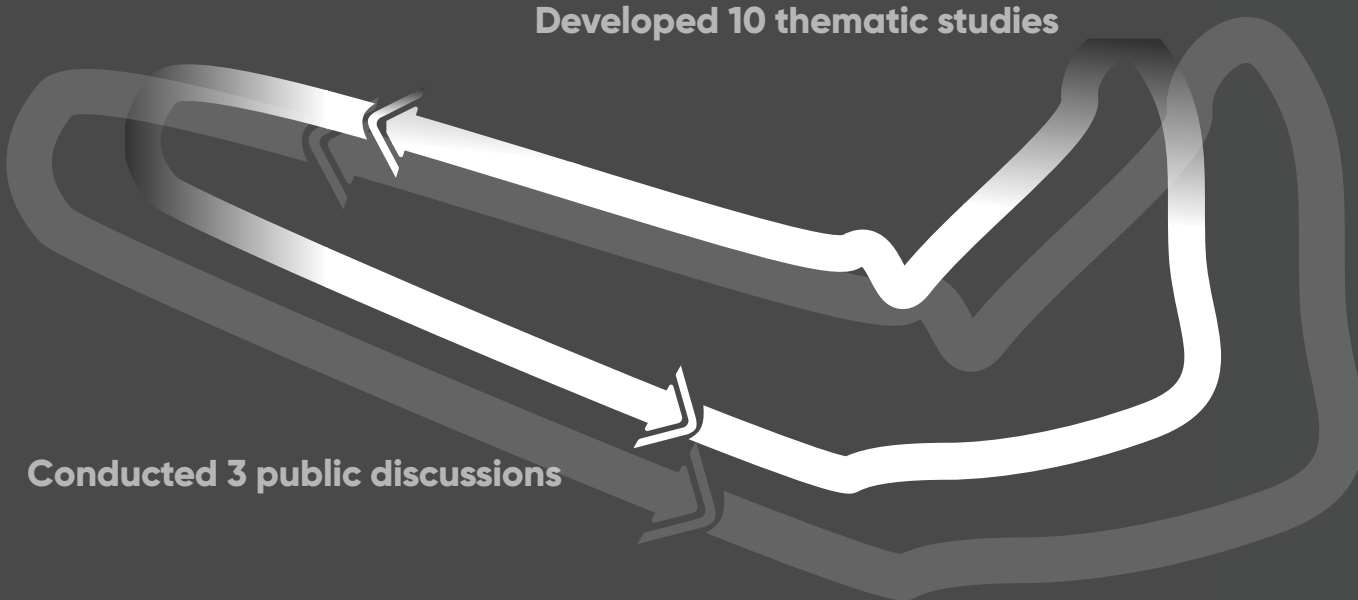


Making Ukraine stronger

Transparent and accountable local government



Developed 10 thematic studies



Conducted 3 public discussions

Consultations and engagement with local and national authorities

- We held **three public online discussions**, bringing together more than **370 participants**. Our experts also presented regional Transparency Ranking results in Zhytomyr and Rivne, and met in Lutsk with the city council and representatives of civil society.

- Our experts provided more than 50 consultations to local self-government bodies on implementing best transparency practices, intermunicipal cooperation, etc.
- Our team carried out **ten separate thematic studies**. The systemic gaps we found became the basis for developing the European City Index, as well as recommendations and checklists for city councils.

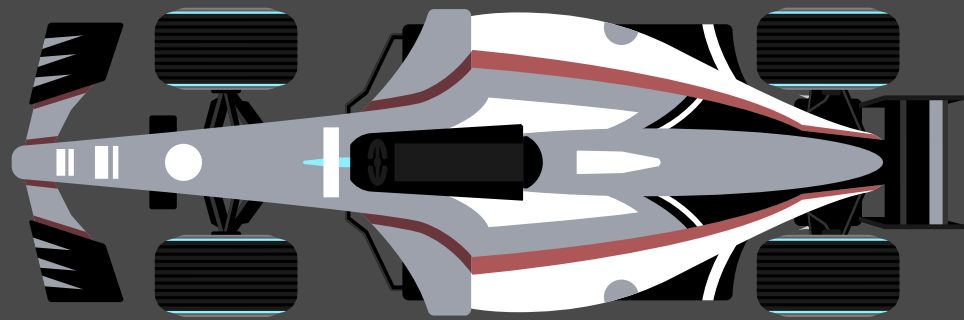


Case study:

We organized a visit for representatives of city councils to the Anti-Corruption School in Vilnius (Transparency School on Integrity), where they had an opportunity to strengthen their competencies in transparency and anti-corruption.



International advocacy and the strategic level



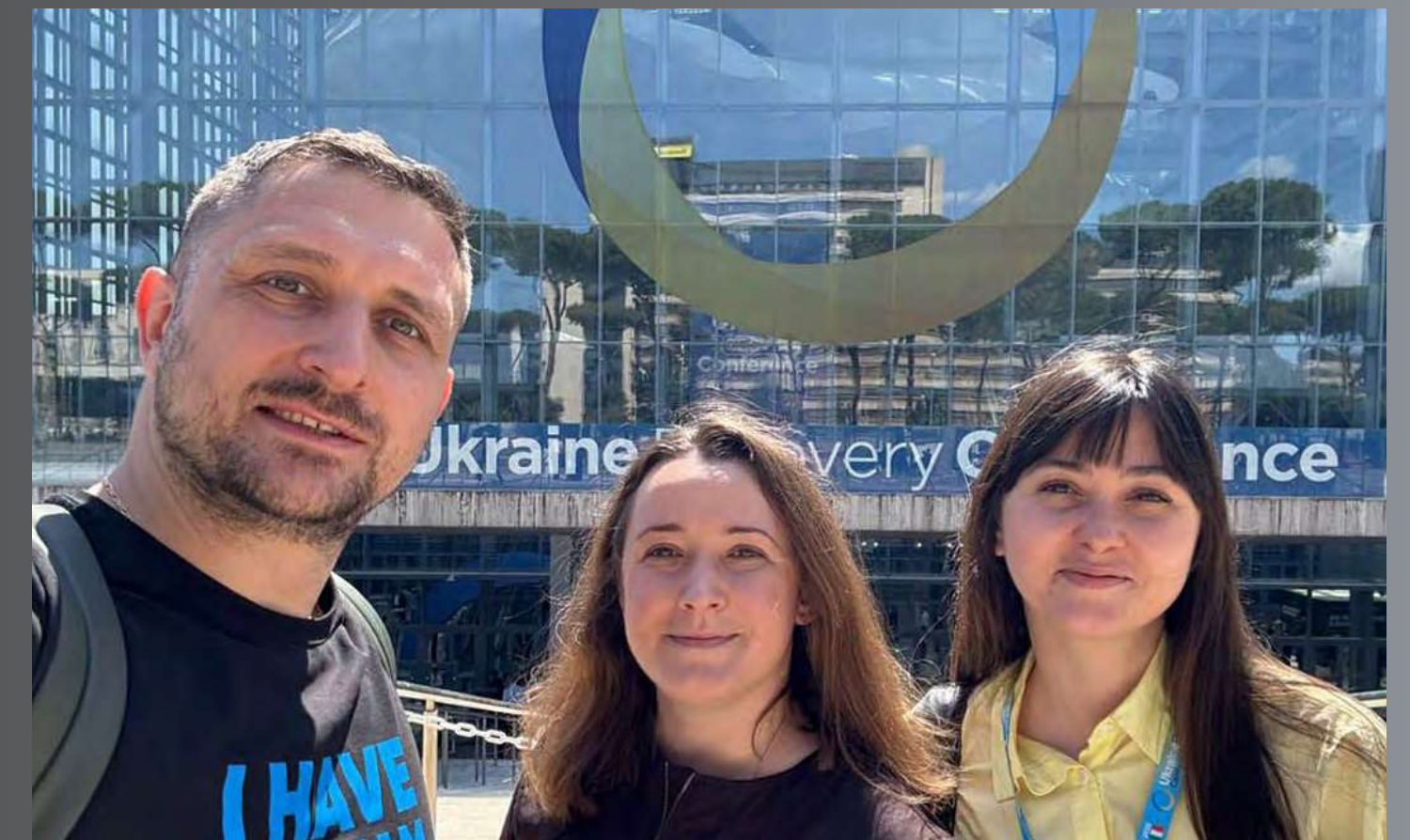
In 2025, TI Ukraine focused its international work on protecting the independence of anti-corruption institutions and advancing meaningful reforms in the areas of the rule of law and anti-corruption. We worked systematically with

international partners to help sustain support for Ukraine and ensure a clear understanding of the state of reforms.

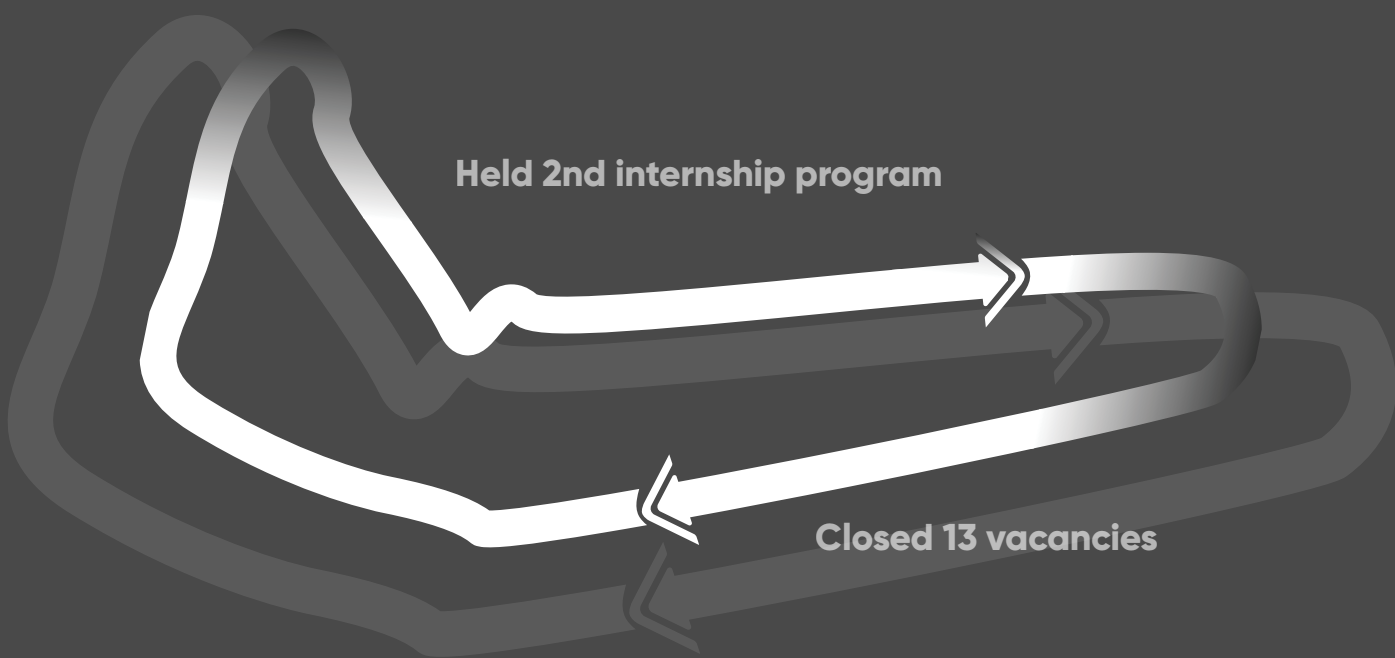
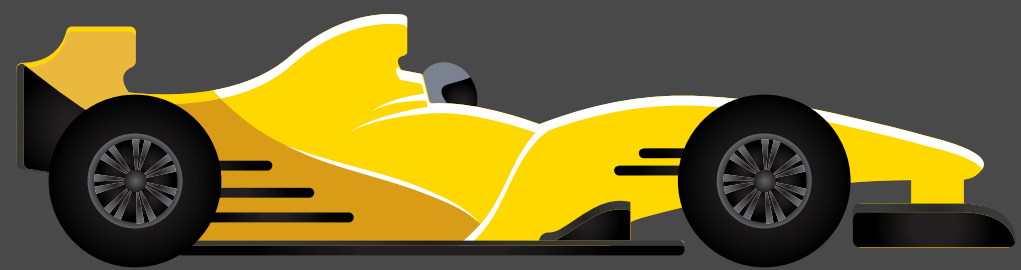
Key indicators of international engagement in 2025:

- **60+ meetings in Ukraine** with diplomatic missions, international financial institutions, and donors.
- Regular advocacy work in **Brussels** as the EU's key decision-making center.
- **15 international advocacy trips**, covering 8 countries (Belgium, Luxembourg, France, Lithuania, Italy, Germany, Norway, and Greece).

Making Ukraine stronger



A resilient organization and a strong voice



The organization continued to grow from **53** to **56** team members, our geography of partners expanded, and TI Ukraine’s voice grew stronger across key Ukrainian and international media platforms.

Team

- The organization supported the development of both hard and soft skills among team members. Training programs focused on building systems thinking, teamwork skills, and management capacity.

Recruitment

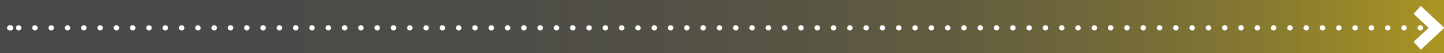
- We strengthened the team with 13 specialists. Our feedback: more than 70 resumes for the position.
- Average time to fill the vacancy: 2 months.

Internship

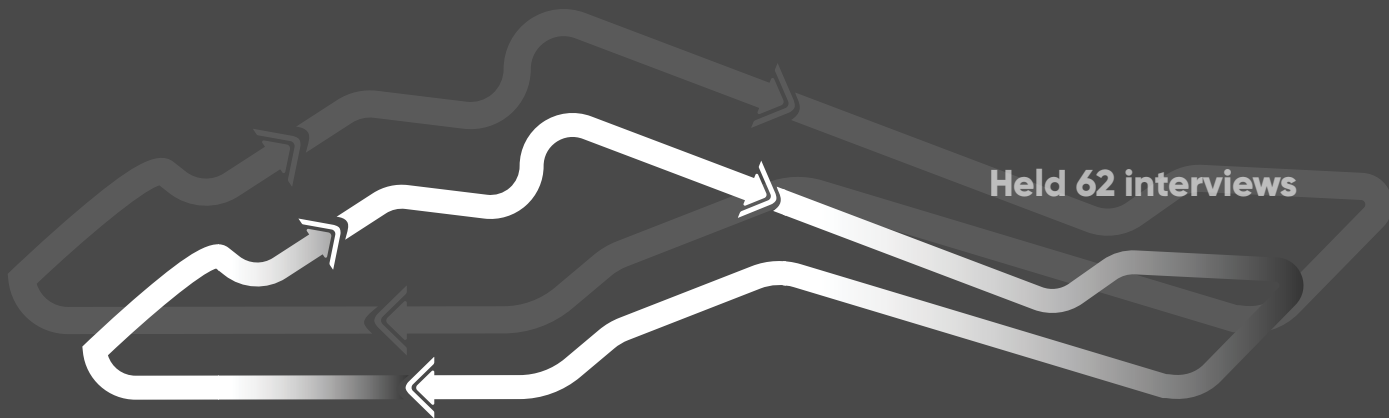
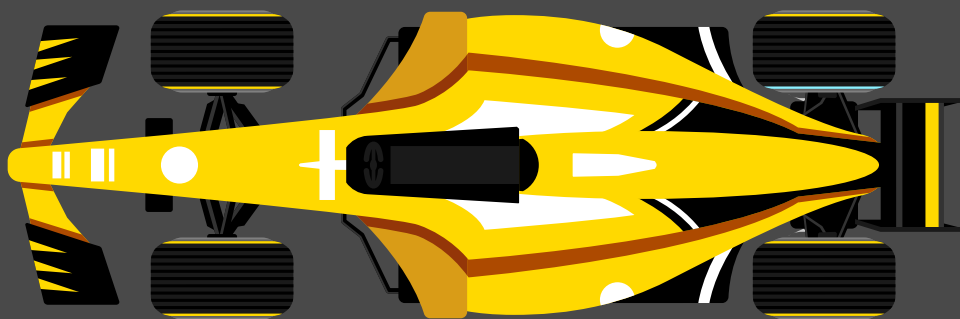
- We conducted the second internship program for 17 talented participants.

Making Ukraine stronger

- The outcome of the five-month program was a real strengthening of the sector. Some interns joined the TI Ukraine team, other program graduates found jobs in state institutions and non-governmental organizations.



A resilient organization and a strong voice



Conducted 3rd wave of sociological research

Sustainability

- We systematically form and update dozens of datasets that are needed for further effective decisions. These are, in particular:
 - the sanctions assets database;
 - the HACC case monitoring database ;
 - the sociological and expert research monitoring database;
 - the database of Ukrainian CSOs;
 - internal registries and databases on TI Ukraine’s;

- activities.
 - The relevant governing bodies of TI Ukraine held their meetings, namely the Conference of TI Ukraine Members, the Supervisory Board, as well as 7 meetings of the TI Ukraine Board Members.
-➔
- **We conducted the third wave of the nationwide sociological survey “Ukrainians’ Awareness of Corruption, Reconstruction, and European Integration.”** Together with Info Sapiens, we surveyed more than 1,015 Ukrainians. The findings showed that:
 - Corruption continues to be perceived as one of the country’s key problems.
 - Society demonstrates a fairly mature and rational position: despite a critical attitude toward state institutions and concerns about corruption in recovery, most Ukrainians support EU integration and associate it with a better quality of life, stronger rule of law, and more effective anti-corruption efforts.

Making Ukraine stronger

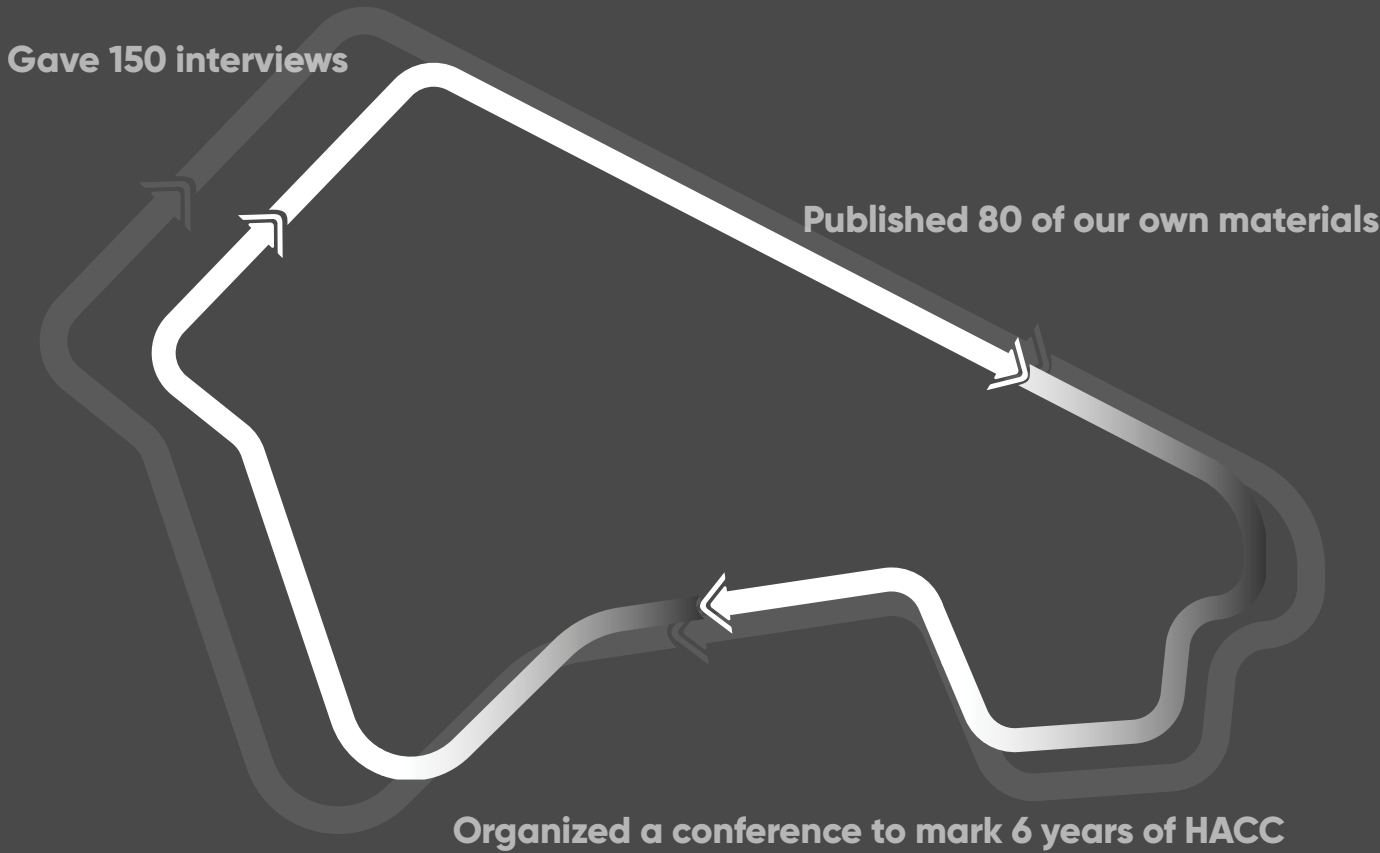
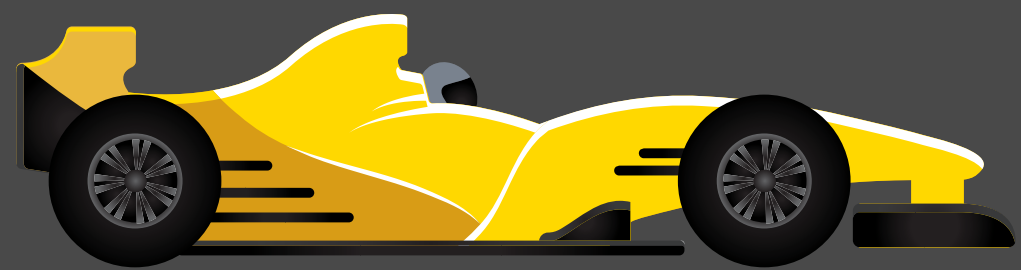


Case study:

We provided more than 60 public comments to national and international media on the controversial Draft Law No. 12414, which threatened the independence of the NABU and the SAPO. After that, it is fair to say that we helped defend the anti-corruption institutions.



A resilient organization and a strong voice



We raised awareness about Ukraine and its anti-corruption progress on our own platforms and through key Ukrainian and international outlets.

- We conducted an information campaign explaining the results of our **analysis of the European Commission’s 2025 report** on Ukraine’s progress across the organization’s main areas of work, organizing a series of publications in ZN.ua and Ukrainska Pravda.
- Our total audience **exceeds 80,000 followers**. We built a community that values a verified, calm, professional tone of voice without hype, as well as explanatory analysis from TI Ukraine’s leading lawyers and researchers.
- Our experts actively advocated for anti-corruption sector reforms in the media. They gave more than **150 interviews** and comments to television and online media and published **80 original TI Ukraine materials** on external outlets.



Making Ukraine stronger



Case study:

*We organized the conference **6 Years of HACC: Results and Prospects**, dedicated to the anniversary of the Court’s work. At the conference, representatives of the NABU, the SAPO, and the HACC, as well as experts from civil society, international partners, and the legal community, took part in two panel discussions on the public need for justice and HACC practice.*

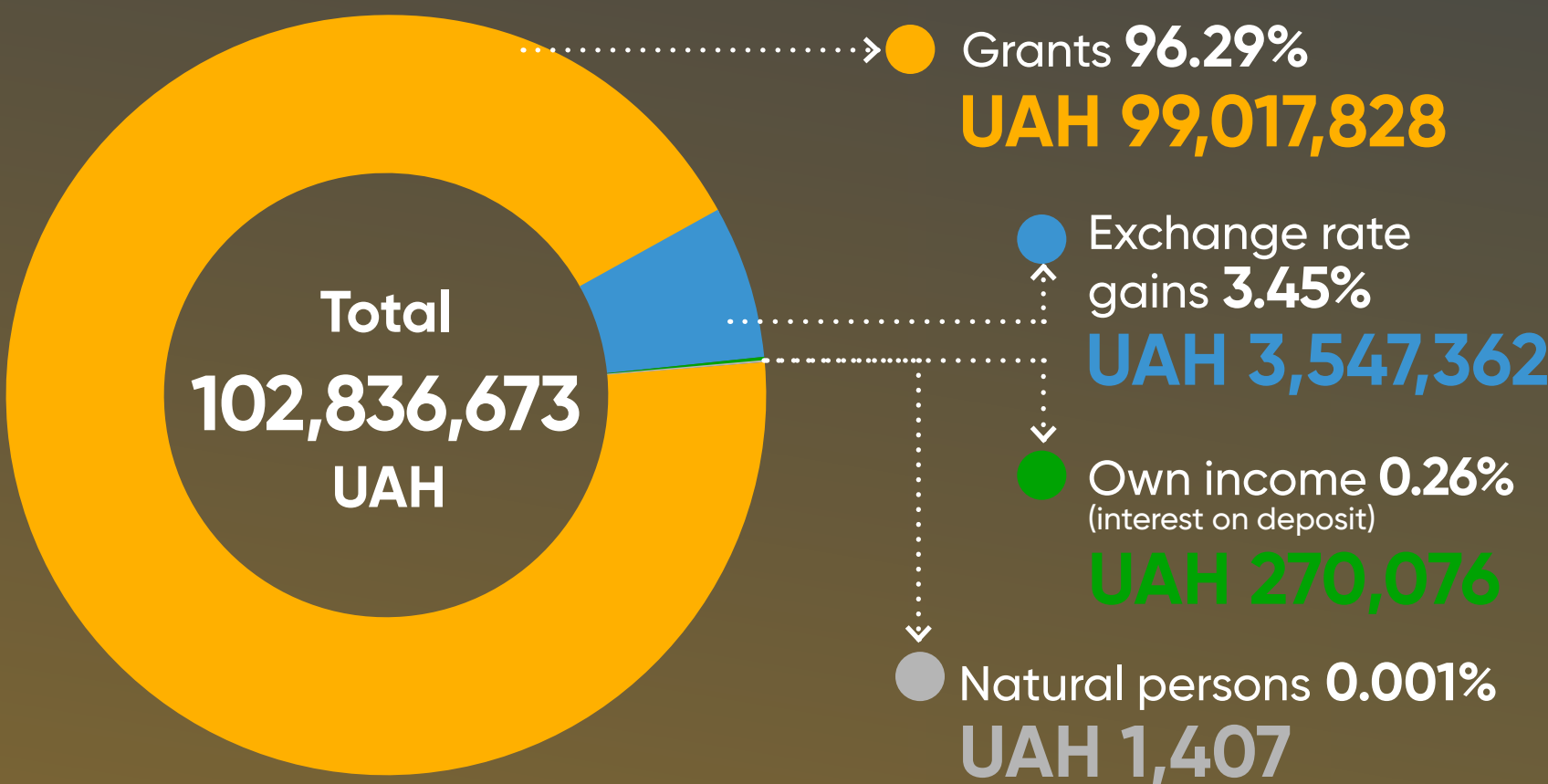


Financial statements



Making Ukraine stronger

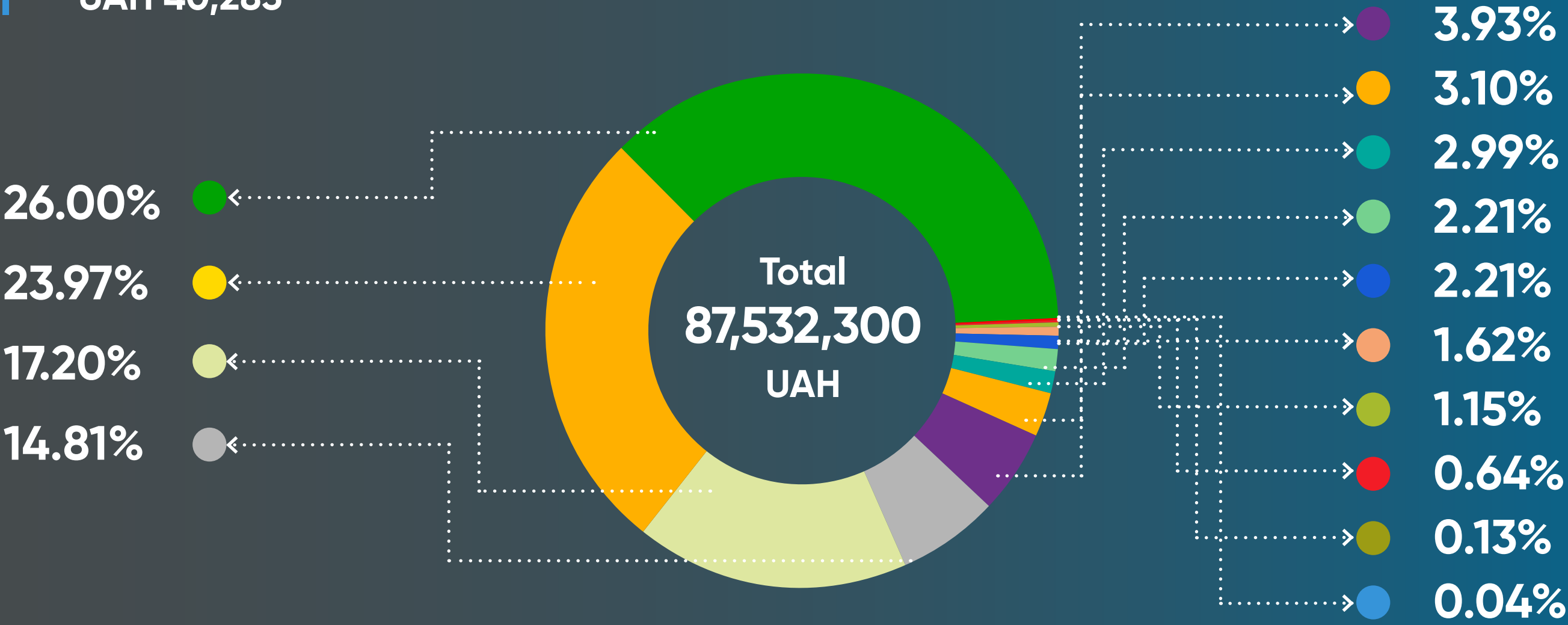
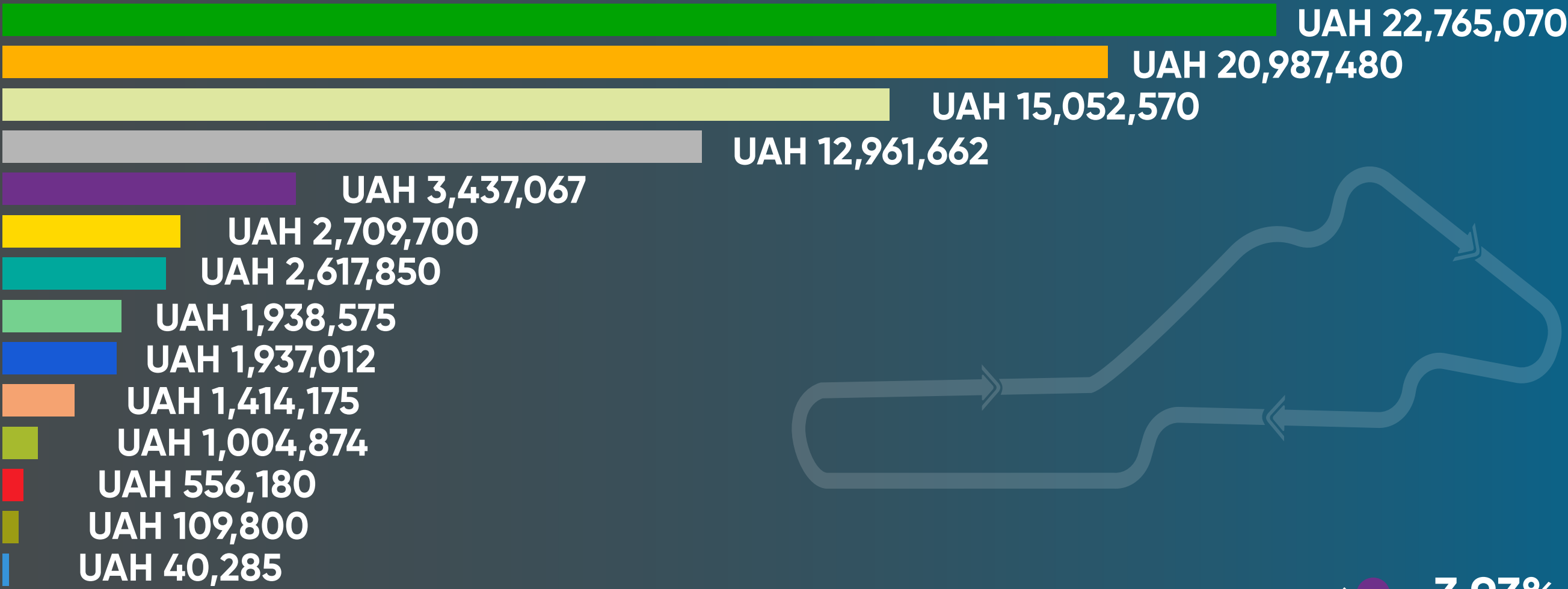
Income



Donors

- Swedish International Development Cooperation Agency (SIDA)
- European Commission
- BHP Foundation
- UK International Development (UK DIGIT, Eurasia Foundation)
- Ministry of Foreign Affairs of Denmark (EUACI)
- Folke Bernadotte Academy
- The International Renaissance Foundation
- USAID/UKID (DTA, Eurasia Foundation)
- Expertise France SAS (Pravo-Justice, ALI)
- Embassy of Kingdom of the Netherlands (MATRA)
- USAID (Pact, Inc.)
- Own funds
- Swiss Agency for Development & Cooperation (Basel Institute on Governance)
- Transparency International e.V. (Secretariat)

Expenses



Support for the Defense Forces of Ukraine

Making Ukraine stronger

Supporting Ukraine's Defense Forces remains one of the organization's priority tracks.

To mark TI Ukraine's birthday, we organized a large-scale fundraiser. Thanks to the joint efforts of our team and community, we raised **more than UAH 300,000** for the Armed Forces of Ukraine.

.....>

Overall, during the year, the organization provided **UAH 2.135** million in assistance to the army.

Part of these funds was used to purchase charging stations and Starlinks for the Artillery Battery of the 113th Territorial Defense Brigade. Nearly UAH 200,000 more was transferred to support the UAV Unit of the Combined Rifle Brigade, which conducts reconnaissance, munition drops from Mavics and FPV drones, and assists with evacuation. The funds went toward equipping a workshop where the unit adapts and reflashes drones for further reconnaissance missions.

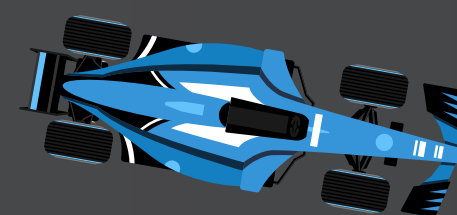




The 2025 report confirms that **Transparency International Ukraine is a mature institution shaping the agenda for anti-corruption reform in the country.** The Board sees how the team's systematic approach and professionalism make it possible not only to respond to anti-corruption challenges, but also to stay ahead of them. We are proud that TI Ukraine remains a model of accountability and independence, maintaining a high level of trust among both Ukrainian society and international partners.

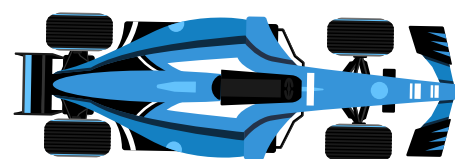
This is the foundation on which Ukraine's European future is being built.

Olena Kifenko,
Chair of the Transparency International Ukraine Board

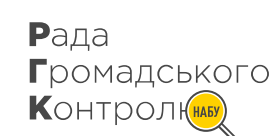
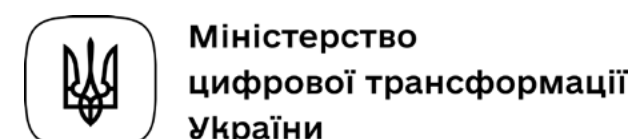
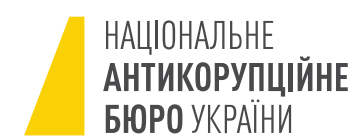
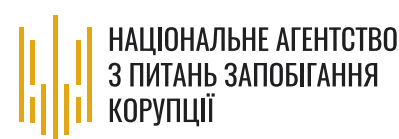


Making Ukraine stronger

Donors and partners



Donors and partners



Contact details



✉ office@ti-ukraine.org

🌐 www.ti-ukraine.org

📷 [@transparencyukraine](https://www.instagram.com/transparencyukraine)

🐦 [TransparencyUA](https://twitter.com/TransparencyUA)

📘 [TransparencyInternationalUkraine](https://www.facebook.com/TransparencyInternationalUkraine)

📍 [Transparency International Ukraine](https://www.youtube.com/channel/UC...)

in [Transparency International Ukraine](https://www.linkedin.com/company/transparency-international-ukraine)

Transparency International Ukraine is an accredited chapter of the global movement Transparency International, helping Ukraine grow stronger since 2012. The organization takes a comprehensive approach to the development and implementation of changes for reduction of corruption levels in certain areas.

TI Ukraine helped create and subsequently transferred Prozorro, Prozorro.Sale, eHealth, and Prozvit systems to the state. The team previously presented City Transparency and Accountability Rankings, and, in 2025, launched the European City Index, developed the DOZORRO community to control public procurement, and co-founded the RISE.UA Coalition to protect integrity and efficiency in the reconstruction process.