

**EU-LEAP**

UKRAINE

# ANNUAL REPORT



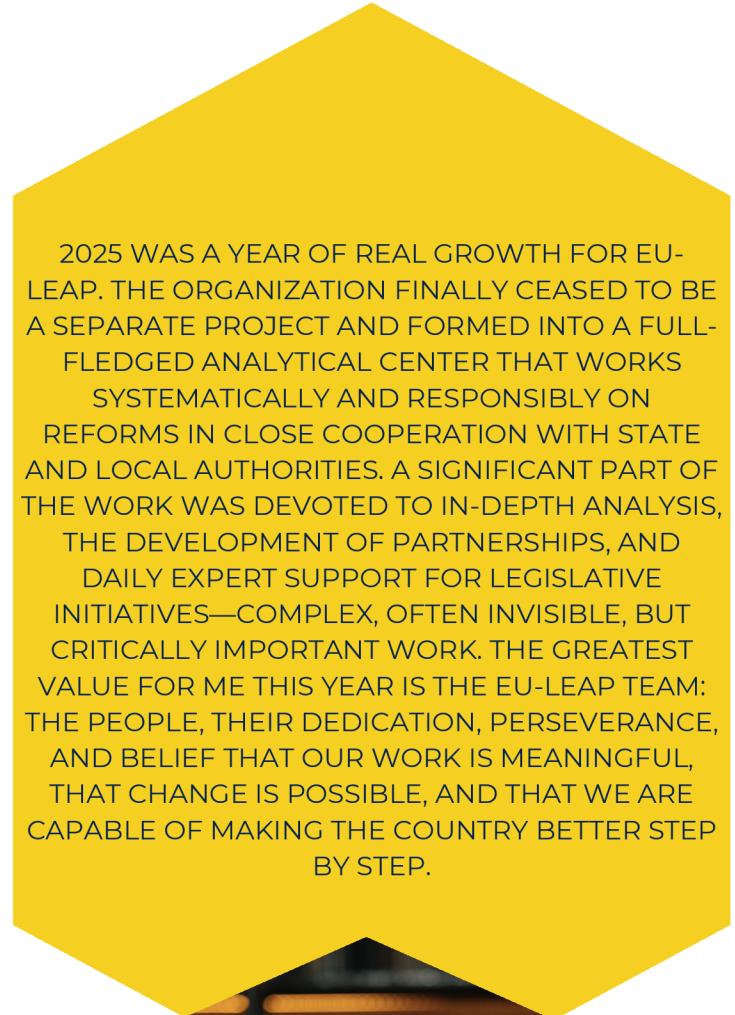
**2025**

## **Maksym Balym** **Head of the Organization**



IN 2025, EU-LEAP FOCUSED ON STRENGTHENING FINANCIAL AND INSTITUTIONAL CAPACITY BY IMPLEMENTING PROJECTS WITH THE SUPPORT OF INTERNATIONAL PARTNERS AND IN COOPERATION WITH ANTI-CORRUPTION INSTITUTIONS. THROUGHOUT THE YEAR, COOPERATION WAS ESTABLISHED AND DEEPENED WITH THE VERTHOVNA RADA COMMITTEE ON ECONOMIC DEVELOPMENT, THE VERTHOVNA RADA COMMITTEE ON FINANCIAL, TAX, AND CUSTOMS POLICY, THE MINISTRY OF ECONOMY OF UKRAINE, AND ARMA. THIS PROVIDED A SOLID FOUNDATION FOR EU-LEAP'S FURTHER ANALYTICAL ACTIVITIES.

## **Valeriia Hrytsenko** **Executive Director**



2025 WAS A YEAR OF REAL GROWTH FOR EU-LEAP. THE ORGANIZATION FINALLY CEASED TO BE A SEPARATE PROJECT AND FORMED INTO A FULL-FLEDGED ANALYTICAL CENTER THAT WORKS SYSTEMATICALLY AND RESPONSIBLY ON REFORMS IN CLOSE COOPERATION WITH STATE AND LOCAL AUTHORITIES. A SIGNIFICANT PART OF THE WORK WAS DEVOTED TO IN-DEPTH ANALYSIS, THE DEVELOPMENT OF PARTNERSHIPS, AND DAILY EXPERT SUPPORT FOR LEGISLATIVE INITIATIVES—COMPLEX, OFTEN INVISIBLE, BUT CRITICALLY IMPORTANT WORK. THE GREATEST VALUE FOR ME THIS YEAR IS THE EU-LEAP TEAM: THE PEOPLE, THEIR DEDICATION, PERSEVERANCE, AND BELIEF THAT OUR WORK IS MEANINGFUL, THAT CHANGE IS POSSIBLE, AND THAT WE ARE CAPABLE OF MAKING THE COUNTRY BETTER STEP BY STEP.

## Iliya Mykhailov Strategic Advisor



AT EU-LEAP, WE CONSISTENTLY GREW AND MATURED IN 2025, DESPITE UNCERTAINTY AND DAILY MILITARY RISKS. WE BUILT PROCESSES, EXPANDED OUR TEAM, AND DROVE POSITIVE CHANGE FOR THE STATE AND SOCIETY. WE ARE CURRENTLY IMPLEMENTING MORE THAN 15 DIFFERENT REFORM TRACKS, WHICH WE HAD THE OPPORTUNITY TO PRESENT IN DETAIL AT AN EVENT IN DECEMBER LAST YEAR BEFORE A DISTINGUISHED AUDIENCE. I AM GRATEFUL TO THE TEAM FOR THEIR BELIEF IN THE POWER OF POSITIVE CHANGE AND TO EACH OF THE STAKEHOLDERS FOR THEIR TRUST AND WILLINGNESS TO WORK TOGETHER TO IMPLEMENT IMPORTANT REFORMS.

## Oksana Rak Legal Advisor



FOR EU-LEAP, 2025 WAS A YEAR OF ACTIVE EXPERT AND ADVOCACY WORK, STRENGTHENING THE ORGANIZATION'S ROLE IN DISCUSSIONS ON REFORMS, EXPANDING COOPERATION WITH INTERNATIONAL PARTNERS, AND PARTICIPATING IN KEY EVENTS FOR CIVIL SOCIETY. WE BEGAN TO MOVE FORWARD IN A COORDINATED AND EFFECTIVE MANNER, USING OUR EXPERTISE TO STRENGTHEN REFORMS IN UKRAINE DURING THE DIFFICULT TIMES OF THE WAR OF ATTRITION.





# Summary

For EU-LEAP, 2025 was a year of institutional development and transition to systematic activity as a think tank. Over the past year, the organization's team focused on preparing analytical materials, developing reform concepts, and providing expert and analytical support for the formation and implementation of public policy in the field of public administration and regulation.

The key focus of EU-LEAP's activities in 2025 was public asset management as a comprehensive policy covering the corporatization and corporate governance of state and municipal enterprises, the privatization of state and municipal property, the updating of legislation on property valuation, the management of non-performing loans (NPLs) of state-owned banks, the sale of seized property in enforcement proceedings, the legal regime for the use of land for construction, the development of municipal bonds, the regulation of local space (the placement of temporary structures for economic activity), and the creation of transparent instruments for accounting and control of public assets. In parallel, EU-LEAP carried out analytical and expert work in the field of de-shadowing the economy, regulating financial markets (including reforming the regulation of payment transaction recorders (PTRs), public procurement, bankruptcy procedures, and the approximation of Ukrainian legislation to European Union law, taking into account the requirements and recommendations of the European Commission.

Analytical activities in 2025 were clearly policy-oriented and aimed at forming an evidence base for changes in legislation and subordinate regulation.

Throughout the year, EU-LEAP prepared 22 analytical and policy products, 6 reform concepts (TOR), and provided expert support for more than 11 legislative initiatives that were at various stages of preparation and consideration. Analytical materials were used to prepare draft laws, position papers, and advocacy campaigns.

An important element of EU-LEAP's activities in 2025 was institutional interaction with parliament, government bodies, and anti-corruption institutions. The team of analysts and experts cooperated systematically with the Verkhovna Rada Committee on Economic Development, the Ministry of Economy of Ukraine, the State Property Fund of Ukraine, the National Agency of Ukraine for Finding, Tracing and Managing Assets Derived from Corruption and Other Crimes (ARMA), the National Agency for Corruption Prevention, and participated in an interdepartmental working group at the Ministry of Finance of Ukraine, an intercommittee working group of the Verkhovna Rada of Ukraine, and expert discussions. We also developed educational and explanatory activities for local authorities and public sector specialists by: involving them in the preparation and conduct of eight nationwide training webinars on the implementation of Law of Ukraine No. 4196-IX, which covered all regions of Ukraine and involved more than 2,000 participants.

EU-LEAP's communication and public presence developed significantly in 2025. The launch of the official website, social media accounts, and a public presentation of the Organization's activities were ensured, which contributed to the formation of a professional expert audience and increased awareness of EU-LEAP as an independent analytical center.

Overall, 2025 laid the analytical, institutional, and partnership foundation for EU-LEAP's future activities. In 2026, the team will focus on deepening its analytical work, providing expert support for the implementation of reforms in the field of public asset management, developing institutional cooperation with government bodies and anti-corruption institutions, expanding educational programs, and strengthening international partnerships.



# Outcomes



## 22 analytical and policy products

In 2025, EU-LEAP prepared an analysis of legislation in the field of municipal enterprise management, an analysis of the compliance of legislation with OECD principles, analyses of the non-performing loan (NPL) market, an analysis of the legislation and practices of individual cities regarding the regulation of temporary structures, an analysis of land relations regulation with a view to identifying corruption risks, a SWOT analysis of agricultural trade, an analysis of international experience in de-shadowing the economy, and an analysis of Ukrainian legislation in the field of municipal bonds and foreign experience. Research on the management of educational institutions' property, research on the sale of seized property in enforcement proceedings, research on the shadow market in Ukraine. An analytical note on Ukraine's progress in meeting EU requirements was prepared, along with six digests of policy initiatives.

## 6 reform concepts (TOR)

We have prepared two concepts for corporate governance in municipal enterprises, a concept for regulating temporary structures, a concept for training programs for communities, a concept for reforming the property valuation system, and a concept for regulating corporatized state-owned enterprises.

## 11 expert support for legislative initiatives

Our experts supported the initiative to reform property valuation, the initiative on taxation of state and municipal property, the initiative to corporatize state and municipal enterprises, initiatives to eliminate land corruption schemes, the initiative in the field of public procurement, the initiative to accelerate the privatization of public assets, the initiative to protect creditors' rights, the initiative on bankruptcy, the initiative to regulate the NPL market, and the initiative to reform the ARMA.

## 3 Task Forces

EU-LEAP participates in the interdepartmental group on PRRO, the intercommittee working group on the management of problem assets of state-owned banks, and the working group of the Ministry of Economy on the preparation of a draft law on public procurement.



## Communication

**78.7K**

views on  
Facebook

**43K**

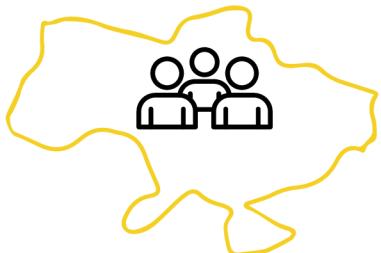
Facebook reach

**260**

Facebook  
readers

**25-44 YEARS**

target audience on Facebook



Kyiv

Kharkiv

**EU-LEAP**

UKRAINE

**ДАЙДЖЕСТ  
ПОЛІТИЧНИХ  
ІНІЦІАТИВ**

**170**



subscribers engaged in the  
monthly political digest

**100**

Stakeholders attended a presentation on  
the activities of the EU-LEAP organization

**3** communication  
channels established



## Навчальні заходи

EU-LEAP conducted a series  
of training sessions on the  
implementation of Law No.  
4196-IX

**2000**

participants joined the  
workshops



## Partnerships

EU-LEAP's strategic direction is to develop partnerships with state and local authorities, civil society, and international institutions.



EUROPEAN UNION  
ANTI-CORRUPTION  
INITIATIVE



Funded by  
the European Union



АСОЦІАЦІЯ МІСТ УКРАЇНИ  
СПІЛЬНИМИ ЗУСІЛЛЯМИ



МІНІСТЕРСТВО  
ЕКОНОМІЧНОГО РОЗВИТКУ  
І ТОРГІВЛІ УКРАЇНИ





## Donor support for projects

Project name	Period
Reform of the scope of application of software cash registers by developing new regulations that will ensure transparency of calculations, stability of technical infrastructure, and fair conditions for business: conducting analytical work, advocating for changes in legislation, ensuring communication with key stakeholders.	September 2024 - December 2025
Implementation of corporate governance reform in municipal enterprises: legal and project support, drafting and advocacy of a bill, supported by the EU Anti-Corruption Initiative (EUACI)	December 2024 - February 2026
Consulting services on reviewing regulatory acts and developing local regulatory acts for the Poltava City Council, supported by the EU Anti-Corruption Initiative (EUACI)	September 2025 - May 2026
Development of privatization legislation and its adaptation to best international practices: analysis of the current regulatory framework in the field of privatization of state and municipal property, development of tools to improve the efficiency of privatization processes, and development of draft legislative changes and a package of accompanying documents.	July 2025 - December 2025



## Contacts



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