#### NATIONAL ANTI-CORRUPTION BUREAU OF UKRAINE

## **REPORT**

AUGUST 2015-FEBRUARY 2016

#### **INTEGRITY**

The National Anti-Corruption Bureau of Ukraine is a new body in Ukrainian law enforcement, created after the Revolution of Dignity with the purpose of cleansing government of corruption in order to enable formation and development of successful society and efficient state.

Established by presidential decree № 217/2015 of 16 April 2015 as implementation of the Law "On the National Anti-Corruption Bureau of Ukraine" adopted by the Verkhovna Rada of Ukraine on 14 October 2014.

#### **OPENNESS**

For the first time in the history of Ukraine the head of the state law enforcement agency was selected through an open competition. The winner was Artem Sytnyk who was appointed Director of the National Anti-Corruption Bureau of Ukraine by presidential decree Nº 218/2015 of 16 April 2015. All the Bureau employees (except Deputy Directors) are appointed based on an open competition. Civil oversight of the NABU work is carried out by the most competent social activists selected through preferential online voting to form the Civil Oversight Council. Current Council members were selected on 5 June 2015.

#### **EUROINTEGRATION**

The founding of the National Anti-Corruption Bureau was one of the requirements of the European Comission for liberalisation of visa restrictions between Ukraine and the European Union.



#### Dear compatriots!

It was less than a year ago that a team of people who decided to challenge corruption entered an empty office at 3 Surikova street with an ambitious goal – to get the National Anti-Corruption Bureau of Ukraine started. The society expected us to produce almost immediate results, while international experts and colleagues claimed that full-fledged and effective work would require years. We took very rapid pace realizing that success of the NABU was a starting point for success of the state. The past nine months were a difficult time for the NABU establishment.

Support of the civil society and aid of our international partners provided an important incentive in our everyday work. They relied upon us and had faith in us. And that's why, in spite of all the risks and deficiencies in legislation, the NABU continues working and produces its first results.

At the back of our achievements, whether it's a high-profile criminal apprehension or just day-to-day activities, there are people – honest, decent experts and patriots, ready for persistent work in the name of European future for Ukraine. This is our greatest achievement. The principle of open competition has proved its effectiveness – it helps us create a powerful team. I have faith in these people. They are sincere, smart, talented, enthusiastic.

Today the NABU team is composed of more than 350 experts. More than 50 criminal proceedings were initiated – three detectives units concentrated on solving corruption-related crimes. Information on the proceedings is being entered into the Unified Register of Pre-Trial Investigations, local offices are being set up in Odessa and Lviv. Alongside with the ongoing personnel selection for the central office the Bureau is being provided with state-of-the-art equipment that will enable the detectives to conduct investigation at the highest level.

We realize that our work is essential for defeating the country's biggest inner enemy – corruption, and we are taking sure steps towards the renewed society with the supremacy of law and justice.

Respectfully yours,
Director of the National Anti-corruption
Bureau of Ukraine,
Artem Sytnyk

## CONTENTS

ESTABLISHING AND DEVELOPMENT	8
INVESTIGATION	14
PARTNERSHIP	16
Civil society	16
Cooperation with public authorities	18
International partnership in fighting corruption	18
International support	20
TEAM	22
Structure and personnel	23
Competitive selection process	_24
Bureau detectives and analysts	26
Training	26
International support	27
Special operations units	28
Local offices	_29
MATERIAL RESOURCES	30
CLOSING REMARKS	34
APPENDICES	35

# LAW OF UKRAINE "ON THE NATIONAL ANTI-CORRUPTION BUREAU OF UKRAINE"



## ARTICLE 26. CONTROL OF THE NATIONAL BUREAU ACTIVITIES AND ITS ACCOUNTABILITY

- 2. Director of the National Bureau: <...>
- 2.2 annually by 10 February and 10 August provides the President of Ukraine, Parliament of Ukraine and the Cabinet of Ministers of Ukraine with a written report on the National Bureau activities for the previous 6 months period.
- 3. The written report on the National Bureau activities should contain the following information:
- 3.1 statistical data on the results of activities with mandatory reference to the:
- number of applications and reports on criminal offences in terms of criminal offences classified by the law as those under jurisdiction of the National Bureau;
- number of investigations initiated by the National Bureau and their results;
- number of people standing indicted for committing criminal offences classified by the law as those under jurisdiction of the National Bureau;
- number of people officially found guilty of committing criminal offences classified by the law as those under jurisdiction of the National Bureau;
- number of people officially declared innocent of committing relevant criminal offences;
- information by categories of people indicated in part 1 of the Law of Ukraine "On preventing corruption";
- information on the amount of loss and damage from criminal offences classified by the law as those under jurisdiction of the National Bureau, state and amount of compensation;
- information on funds and other property acquired as a result of criminal offences

- classified by the law as those under jurisdiction of the National Bureau, confiscated by court order, funds amounting to value of illegally received services and benefits, forfeited to the state, and their use;
- information on funds and other property acquired as a result of criminal offences classified by the law as those under jurisdiction of the National Bureau, recovered from abroad, and their keeping;
- information on seizure of property, confiscation of objects and proceedings acquired as a result of criminal offences classified by the law as those under jurisdiction of the National Bureau, and their use;
- number of submissions made as to the elimination of causes and conditions contributing to committing criminal offences;
- results of the character tests;
- 3.2 cooperation with other public authorities, local authorities, companies, organizations and establishments;
- 3.3 cooperation with competent foreign authorities, international and foreign organizations and signing agreements on cooperation and representing interests abroad;
- 3.4 cooperation with NGOs and mass media;
- 3.5 number of the National Bureau employees, their qualification, work experience and further training;
- 3.6 work of the National Bureau Internal Control Department; number of reports on offences committed by the National Bureau employees, investigation results and bringing to justice;
- 3.7 budget of the National Bureau and its execution;
- 3.8 other information concerning the results of the National Bureau activities its duties.



Slogan: "The number-one goal is to eliminate corruption". Oath of the first NABU detectives attended by the President of Ukraine Petro Poroshenko. 15 September 2015

# As the National Anti-corruption Bureau of Ukraine was established its executives declared the goal of starting investigations by the end of 2015.

In order to do that the NABU needed to:

- recruit staff members
- select first detectives and prepare them for conducting investigations
- sign cooperation agreements with law enforcement agencies and other public authorities.
   Especially receive access to all databases
- provide the Bureau personnel with technical equipment

#### Priority tasks were to:

- keep international partners informed on the process of NABU development
- improve legislation concerning the NABU activities
- address the issues of providing the NABU with material resources including their provision in the 2016 State Budget of Ukraine

Briefing of the NABU director Artem Sytnyk in the Ukrinform information agency





The first competition committee selected the first 70 detectives of the National Anti-corruption Bureau of Ukraine. Total number of candidates who applied for participating in the competition that started on 8 April was 2502.

The National Anti-corruption Bureau of Ukraine and the State Fiscal Service of Ukraine signed an Agreement on information cooperation that ensured the NABU's access to the information and telecommunication systems.



The State Fiscal Service of Ukraine Emblem



An Agreement on information cooperation and coordination was signed between the NABU and the State Boarder Guard Service of Ukraine.





7 September 2015

August 2015 -

February 2016

28 August 2015



The State Treasury Service of Ukraine Emblem.

The NABU and the State Treasury
Service of Ukraine signed an
Agreement on information cooperation.
It ensured the NABU employees' access
to the State Treasury Service of Ukraine
information resources ("Kazna" and
"E-Kazna" automated systems) through
providing workplaces on the Treasury
Service premises.





The National Anti-corruption Bureau of Ukraine and the Deposit Guarantee Fund signed Memorandum of Cooperation in the sphere of preventing and combating corruption. This gave the NABU the access to information concerning corrupt practices and corruption-related crimes uncovered by the Fund while removing insolvent banks from the market.



The training of the first detectives started. The NABU Director Artem Sytnyk and Head of the EU Delegation to Ukraine Jan Tombinski together with the international experts gave a briefing on the start of the training.

The NABU Director Artem Sytnyk participated in the 12th Yalta European Strategy (YES) Annual Meeting.



Artem Sytnyk's speech at the YES conference



The first 25 of the NABU detectives took the civil servant oath of office in the presence of the President of Ukraine Petro Poroshenko.

The NABU Detectives during the national anthem

The NABU Director Artem Sytnyk and his Deputy Anatoly Novak paid a working visit to Romania. There they had a number of meetings with representatives of the National Anti-corruption Directorate, General Anti-corruption Directorate, the Department of Justice of Romania, the National Integrity Agency and other



The Unified Register of Pre-Trial Investigations logo



By the Order of the Director of the National Anti-corruption Bureau of Ukraine the second wave of the detectives competitive selection was started.



Christian Danielsson

The NABU Director Artem Sytnyk participated in the NATO-Ukraine Commission session on current state and perspectives of the Building Integrity Initiative, increasing transparency and reducing the risk of corruption in the defence and security sectors in Brussels.



Detectives of the NABU during training

The competition committee selected three heads of detectives divisions. The winners were Andriy Kaluzhynskyi, Serhiy Naumiuk and Yaroslav Stetsiuk



The National Anticorruption Directorate of Romania

The NABU detectives gained access to the Unified Register of Pre-Trial Investigations - an electronic database of aggregated information on criminal offences and the process of pre-trial investigations of criminal proceedings.



21-23 September 2015

30 September 2015

The Order of the Director of the National Anti-corruption Bureau of Ukraine N158-r of 05-10-15

The NABU Director Artem Sytnyk had a meeting with Christian Danielsson, 26 October 2015 the European Commissio Director-General of the Directorate-General for Neighbourhood and Enlargement Negotiations.



The NABU detectives with the support of INL completed training program in the International Law Enforcement Academy (ILEA, Budapest) and the Central and Eastern European Law Initiative Institute (CEELI, Prague).



28 October 2015

11 November 2015

Meeting between the NABU executives and Emmanuel Mathias, the IMF Senior Financial Sector Expert regarding preparation of the draft budget of the organization and including the necessary resources in the 2016 State Budget of Ukraine.

Meeting between the NABU executives and Desmond Swayne, the Great Britain's Minister of State for International Development regarding the support of the NABU under the UK-UA: Reform Assistance Programme.

13 November 2015

First Deputy Director of the NABU Gizo Uglava, Director of the NABU Artem Sytnyk and Desmond Swayne, the Minister for the Department for International Development

The NABU Director Artem Sytnyk and the Head of the Civil Oversight Council Vitaly Shabunin participated in the International Anti-corruption Conference "Preventing. Fighting. Acting". 15-28 November 2015

18-20 November 2015

The NABU detectives participated in the seminar "Defeating corruption – actions, prevention, sanctions" in Berlin.





The NABU Director Artem Sytnyk and the Head of the Civil Oversight Council Vitaly Shahunin



The EPAC Logo

The NABU Director Artem Sytnyk participated in the 15th EPAC/EACN Annual Professional Conference in Paris. The National Anti-corruption Bureau of Ukraine joined EPAC – European Partners against Corruption, which brings together more than 60 anti-corruption authorities and police oversight bodies from Council of Europe Member Countries.



The NABU Director Artem Sytnyk and the Director of the NATO Liaison Office in Ukraine Alexander Vinnikov

The NABU Director Artem Sytnyk participated in the International Anti-corruption Week which took place in the National Defence University.

28 November – 18 December 2015

**30 November 2015** 

The NABU detectives' study visit to USA to learn about the experience in fighting corruption

The competition for the position of the Head of the Specialized Anti-Corruption Prosecutor's Office, on which the start of the NABU work depended, is over. Nazar Kholodnitskiy took the position.

Nazar Kholodnitsky, the Head of the Specialized Anti-Corruption Prosecutor's Office

3 December 2015

The Ministry of Defence of Ukraine provided the NABU with weapons.

The first three criminal proceedings on the theft of state owned companies' funds to the value of 1 billion UAH were entered into the Unified Register of Pre-Trial Investigations by the NABU detectives.



First Deputy Director of the NABU Gizo Uglava participated in the Anticorruption forum in Odessa.





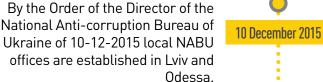
9 December 2015

The NABU representatives participated in the 6th International anti-corruption conference "Reinforcement of international cooperation in the field of prevention of and fight against corruption" in Warsaw.





The Order of the Director of the National Anti-corruption Bureau of Ukraine №109-N



The Order of the Director of the National





Anti-corruption Bureau of Ukraine №110-N



Ukraine № 428-r



By the Order of the NABU Director the competition for positions of Lviv and Odessa local office directors is



11 December 2015 announced.



11-13 December 2015



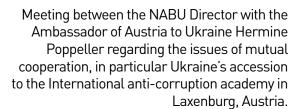
The Prosecutor General of Finland Matti Nissinen, The NABU Director Artem Sytnyk, the Finnish NABU expert Mika Aalto

The NABU delegation headed by the Director Artem Sytnyk visited Finland in order to study the work of law enforcement agencies in the sphere of fighting corruption. The NABU Director Artem Sytnyk met with the Finland's Prosecutor General Matti Nissinen.



16 December 2015

Money confiscated during a special operation



The NABU conducted the first special forces operation. The detectives exposed the judge of one of the Luhansk city courts who was with the help of an intermedium extorting improper advantage (bribe) in the sum of 4 thousand USD for releasing a person from serving a sentence and for

lifting the detention of a car.



Live broadcast of the briefing by Artem Sytnyk and Judith Gough



**18 December 2015** 

Collegial media briefing of the NABU Director Artem Sytnyk and the Ambassador of the United Kingdom of Great Britain and Northern Ireland to Ukraine Judith Gough regarding the British experts' helping the Anticorruption Bureau

The Ministry of Justice granted the NABU the access to the State vital records registry.





Briefing by the NABU Director Artem Sytnyk and the Minister of Justice Pavlo Petrenko

14 January 2016

The special datapath between the State Security Service of Ukraine and the National Anti-corruption Bureau of Ukraine is officially put into operation in accordance to mutual regulations. On 29 December 2015 it was run in test mode and remote workspaces for information processing were set up. This allowed the NABU to start covert investigations in criminal proceedings initiated by the NABU detectives.

A working visit of the NABU delegation to the USA. Meetings with representatives of the Prosecutor General's office, the US Agency for International Development (USAID), the Federal Bureau of Investigations took place. The NABU and the FBI agreed to sign Memorandum of cooperation in joint investigations.





The FBI Department of Justice Emblem

29 January 2016

The NABU submitted statement claims at an amount estimated over 346 million UAH on the investigation of embezzlement of the OJSC Zaporizhyaoblenergo property.

The first competition committee selected 19 winners to take positions of senior detectives.



The Business Ombudsman Council Logo

The National Anti-corruption Bureau of Ukraine signed Memorandum of cooperation and information exchange with the Business Ombudsman Council.

1 February 2016

The ASKOD multi-function electronic document flow system was launched in the National Anti-corruption Bureau of Ukraine

A free phone hotline for citizens

0-800-503-200

was launched in test mode.



# The key goal of the National Anti-Corruption Bureau of Ukraine is to neutralize corruption in government while day by day proving that punishment for criminals is unavoidable.

While starting as a law-enforcement agency the NABU declared that the first group of the Bureau's detectives will be ready to start investigating corruption-related crimes on 1 October 2015. The NABU for its part delivered on the promise. The first 70 detectives selected in the process of unprecedentedly open and complex competition took the oath and completed training led by the best national and foreign experts started their work as planned.

For two months, until the end of November 2015, the detectives used published sources of information and preliminary studies of the NABU analysts to prepare materials for the official start of the first pre-trial investigations. However they were unable to actually start them as, according to the law, the permission for the pre-trial investigations is only granted by the prosecutors of the Specialized Anticorruption Prosecutors' Office. The open competition for the head of the Specialized Anticorruption Prosecutors' Office was protracted until the end of November 2015.

On 30 November 2015 Nazar Kholodnytskiy was appointed the Head of the Specialized Anticorruption Prosecutors' Office. This became the starting point for the official investigations by the Bureau's detectives.

On 4 December 2015 the first criminal proceedings on the theft of state owned companies' funds worth 1 billion UAH were entered into the Unified Register of Pre-Trial Investigations. On 16 December the first operation by special forces of the Bureau took place. The detectives exposed the judge of one of the Luhansk city courts who was with the help of an intermediary extorting improper advantage (bribe) of 4 thousand USD for releasing a person from serving a sentence and for lifting the detention of a car.

Altogether in December 2015 – January 2016 the NABU detectives exposed four judges who received improper advantage. On all four cases investigation is in progress.

In December 2015 – January 2016, alongside with the personnel recruitment for the Specialized Anticorruption Prosecutors' Office, the number of criminal proceedings investigated by the Bureau increased.

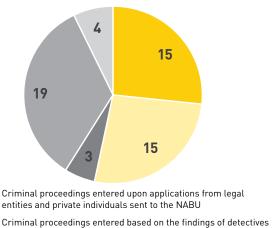
By 1 February 2016 the NABU detectives entered 56 criminal proceedings into the Unified Register of Pre-Trial Investigations. Most of the proceedings (19) were handed over to the Bureau from the Prosecutor-General's Office. 15 proceedings were entered into the Register based on the findings of the Bureau's detectives and analysts, 15 more - on the basis of information provided by legal entities and private individuals (see figure 1).

By the type of economic activity most of the proceedings are tied to the spheres of public administration, defense, obligatory social insurance - 22 proceedings; transportation, storage facilities, postal and delivery services - 6; providing power, gas, steam and conditioned air - 5; and also the spheres of finance and insurance (see figure 2).

By the groups of people being reviewed involvement in corruption-related crimes most of the proceedings involve heads of state owned companies - 19; judges - 13; 1-2 category civil servants and local officials - 11; highest officials - 6; public prosecutors - 5 (see figure 3).

As a part of the criminal proceedings pre-trial investigation funds were seized in the amount of 400,700 UAH, 109,000 USD, 2,400 EUR and 2,000 RUR. Also claims were filed for the amount of 346,200,000 UAH.

#### Proceedings breakdown by the sources of information (figure 1) as of 01-02-2016



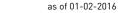
Criminal proceedings entered upon applications from legal entities and private individuals sent to the NABU

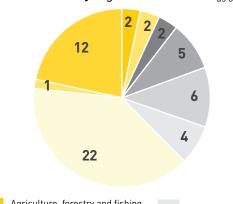
and analysts

Criminal proceedings entered by the detectives upon information from members of parliament

Criminal proceedings handed over from the Prosecutor-General's Office and other law-enforcement agencies

#### Proceedings breakdown by the type of economic activity (figure 2)







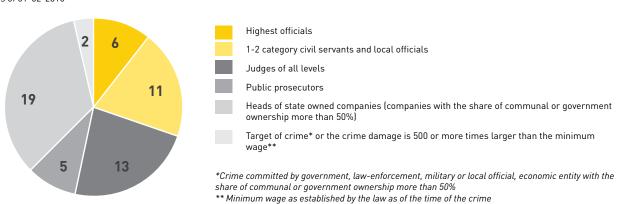
Other

Transportation, storage facilities,

postal and delivery services

#### Proceedings breakdown by the line of work (position held) of the officials investigated for involvement in corruption-related crimes (figure 3)

as of 01-02-2016





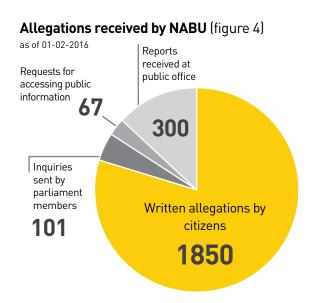
Natalya Sedeltska, author and host of the "Schemy" TV programme has provided to the NABU's Director Artem Sytnyk the details of the investigations conducted by investigative journalists. 4 December 2015

Defeating corruption is one of the most important goals for Ukrainian society. Successful fight against corruption requires combined efforts of three equal partners: society, state and international community.

#### **CIVIL SOCIETY**

Messages from legal entities and private individuals constitute one of the main information sources for initiating criminal proceedings by the Bureau detectives. More than a quarter of all cases currently under the NABU detectives' investigation were initiated based on these messages.

Over the period under review the NABU received 2,318 written allegations, of which 1,850 were individual allegations, 67 requests for accessing public information, 101 inquiries sent by parliament members. In December 2015 the NABU public office began its work. From December 2015 to February 2016 300 citizens addressed the Bureau (see figure 4).



On 1 February a free NABU phone hotline for citizens (0-800-503-200) was launched in test mode.

People can call this number and leave information (proposals, commentaries, allegations, complaints), file requests to access public information, receive information on the NABU activities, find out the public office working hours and report corruption-related offences.

Journalistic investigations form another equally important source of information for the NABU detectives. For example, at the end of 2015 – the beginning of 2016 the NABU received the results of investigations by journalists of two TV Programmes: "Schemy" (co-project of Radio Svoboda and UA: Pershy TV channel) and "Lustrator" (2+2 channel).

Added to everything else, many of the experienced anti-corruption journalists are members of the NABU Civil Oversight Council, so the cooperation between them and the Bureau is systematic. The Civil Oversight Council members constantly monitor the NABU activities, meet with the Bureau's executives and other employees. All the committees include not only the NABU members, but also three representatives of the Civil Oversight Council. Many of the candidates chosen by such committees are elected unanimously.

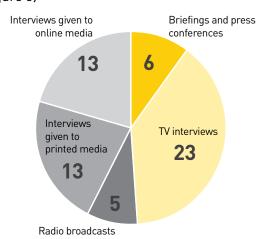
Systemic cooperation with civil society in the context of fighting corruption both provides a way to acquire information and guarantees public support in implementing the state anti-corruption strategy. After all, society is the ultimate "services recipient" who evaluates the effectiveness of the Bureau performance and public administration work.

Executives and employees of the NABU participate in public debates on corruption combating issues on a regular basis. On 12 September 2015 the NABU Director Artem Sytnyk participated in the 12th Yalta European Strategy (YES) Annual Meeting. On 16 November 2015 together with the Head of the Civil Oversight Council Vitaly Shabunin he participated in the panel discussion at the International Anti-corruption Conference "Preventing. Fighting. Acting".

Despite the tight schedule and the scope of work the National Anti-corruption Bureau of Ukraine executives have regular meetings with the mass media and use press conferences, interviews and face-to-face interaction to explain all processes related to the Bureau performance.

#### **Communication with mass media** (figure 5)

as of 01-02-2016



Over the last 6 months six briefings and press conferences were held involving the NABU Director and Deputy Directors. 23 interviews were given to TV channels, 13 to printed media, 12 to online media and 5 on the radio (see figure 5).

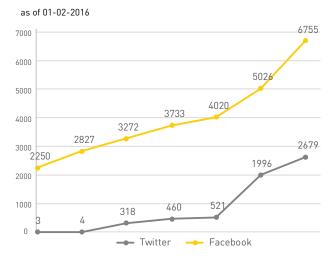
All the up-to-date information on the Bureau's performance is immediately posted on the official website. For example, all the information on the stages of competitions can be found on the website in a user-friendly format. The candidates can check whether they are admitted to participation, see their test scores and dates of the future tests and interviews.

The National Anti-corruption Bureau of Ukraine can be found on Facebook, Twitter and YouTube. Its employees are ready to answer your questions nearly 24 hours a day in order to ensure ongoing communication with the public.

As of 1 February 2016 the number of the NABU followers on Facebook was 6,755, on Twitter 2,679, on YouTube channel 185.

#### The number of social media followers in dynamics (August 2015 – February 2016)

(figure 6)



#### **COOPERATION WITH PUBLIC AUTHORITIES**

The effective performance of the National Anti-corruption Bureau of Ukraine requires unhindered access to law enforcement agencies and state institutions databases. The Bureau representatives are constantly expanding the network of partners and working on developing the existing cooperation processes. The period under review included signing of five new cooperation agreements and increasing information cooperation with the Ministry of Justice.

In August 2015 the NABU signed agreements on information cooperation with the State Fiscal Service of Ukraine and the State Boarder Guard Service of Ukraine and thus gained access to their information and telecommunication systems. Another agreement was signed with the State Treasury Service of Ukraine ensuring the NABU employees' access to the State Treasury Service of Ukraine information resources ("Kazna" and "E-Kazna" automated systems) through providing workplaces on the Treasury Service premises. Also the National Anti-corruption Bureau of Ukraine and the Deposit Guarantee Fund signed a Memorandum of Cooperation in the sphere of corruption preventing and combating. This gave the NABU the access to information on corrupt practices and corruption-related crimes uncovered by the Fund while removing insolvent banks from the market.

On 30 September 2015 the NABU detectives gained access to the Unified Register of Pre-Trial Investigations which became a crucial stage on the way to initiating full-fledged investigations.

The Ministry of Justice granted the NABU the access to the State vital records registry. This increased the NABU detectives' capacity to search for criminally-obtained property.



Briefing by the NABU Director Artem Sytnyk, Ministry of Defence representatives and international experts at the anti-corruption week at the Ministry of Defence. 23 November 2015

As a part of the signed Memorandum of cooperation and information exchange between the NABU and the Ministry of Internal Affairs of Ukraine the Bureau was given access to the Management of Road Safety National automated information system and the Integrated information retrieval system of the law enforcement agencies of Ukraine.

In the future the NABU plans to sign cooperation agreements with the National Bank of Ukraine, the Securities and Stock market state commission, the State financial inspection, the State property fund, the Pension fund of Ukraine and the State migration service of Ukraine. Cooperation is being further promoted under the anti-corruption programme of the Ministry of defence, chiefly in the sphere of monitoring the Ministry purchases.

The NABU Director Artem Sytnyk takes an active part in developing and introducing anti-corruption reforms by participating in the National Reforms Council and the National Council for Anti-corruption Policy meetings, Verkhovna Rada committee meetings, in particular meetings of the Committee on preventing and combating corruption.

#### INTERNATIONAL PARTNERSHIP IN FIGHTING CORRUPTION

The third equally important party in fighting corruption is international community, considering the fact that often corruption goes beyond state boarders. The NABU actively cooperates with international organisations and anti-corruption law enforcement agencies of other countries with a view to sharing experience and information. The scope of support provided by foreign partners (in material resources, training opportunities and information) could

not be overestimated. During the period under review 17 meetings with international partners and 6 international visits took place.

One of the leading partners of the NABU over the whole period of establishing and development was Great Britain, its government and law enforcement representatives, including the Department for International Development (DFID). In August 2015 the Bureau was visited by the DFID delegation. British experts



The NABU executives and employees meeting the representatives from Great Britain. 26 August 2015

demonstrated the process and functions of a special operations intelligence unit, as part of the security measures for the 2012 London Olympics and a structure of a Digital Forensics Lab. In October there was a meeting with representatives of the Crown Agents, British company specializing in introducing good governance practices. The priority for the meeting was combating corruption, especially among senior leaders of certain agencies, as a part of reforming the Customs administration of Ukraine project.

There is also increase in cooperation with other EU member countries. On 1 September 2015 the NABU executives had a meeting with the EU expert mission assessing implementation of the second phase of the Ukraine visa liberalisation action plan on meeting the requirements of block 3 – Public order and security (regarding anti-corruption issues). Meeting participants addressed the matters of coordination and information exchange between law enforcement agencies in combating corruption and the distribution of tasks among the Ministry of Internal Affairs, the Security Service of Ukraine, law enforcement and tax police units.

In September 2015 the NABU executives paid a working visit to Romania with a view to study the experience of a similar agency. There they had a number of meetings with representatives of the National Anti-corruption Directorate, the General Anti-corruption Directorate, the Department of Justice of Romania, the National Integrity Agency and other organisations.

In October 2015 the NABU Director Artem Sytnyk participated in the NATO-Ukraine Commission session on current state and perspectives of the Building Integrity Initiative, increasing transparency and reducing the risk of corruption in the defence and security sectors in Brussels.



Meeting between the first Deputy Director of the NABU Gizo Uglava and the former Prosecutor General of Germany Walter Selter. 27 August 2015

At the end of November 2015 the National Anti-corruption Bureau of Ukraine was visited by Drago Kos, the Council of Europe Senior expert on specialized anti-corruption institutions management. The meeting was held under the partnership on the "Combating corruption in Ukraine" project and the Cooperation framework between the EU and the Council of Europe. It included discussions of the main strategic issues of the NABU management, key moments in Bureau's organisation of work etc.

#### Reference

Drago Kos is one of the leading experts in strategic management of anti-corruption institutions. In June 2013 he was elected the Chair of the Organisation for Economic Cooperation and Development (OECD) Working group on Bribery. He is also former President of GRECO (Group of States against Corruption, the Council of Europe anti-corruption monitoring body).

This year the National Anti-corruption Bureau of Ukraine also joined EPAC – European Partners against Corruption, a network of European anti-corruption organisations.

#### Reference

EPAC brings together more than 60 anticorruption authorities and police oversight bodies from Council of Europe Member Countries. The network was founded in 2001 during the Belgian Presidency of the Council of the European Union. Since 2008 the EPAC members hold annual professional conferences to share experience and increase cooperation.

In December 2015 the NABU detectives participated in the International anticorruption conference in Warsaw. There they



The National Anti-corruption Bureau of Ukraine delegation during their visit to Finland. December 2015

had a chance to learn about the experience of international cooperation in fighting corruption from the Poland National Police, Central Anti-corruption Bureau of Poland, United Kingdom's National Crime Agency, OSCE and the Prosecutor general's office of Poland. The NABU representatives also discussed the international experience in combating corruption with the Bulgarian Centre for Prevention and Countering Corruption and Organized Crime, the Ministry of Justice of Poland, the United Nations Office on Drugs and Crime etc.

The NABU employees took a 6-day study visit to Finland in order to learn about effective practices of investigations and assets recovery as a part of the EU Project "Support to Justice Sector Reforms in Ukraine". They had a chance

to meet with representatives of the Ministry of Justice of Finland, the Prosecutor General's Office, National Bureau of Investigations and the Customs Services of Finland.

In January 2016 as a part of the Criminal procedure reformation and fighting corruption in Ukraine Programme the NABU delegation undertook a visit to USA in order to exchange experience on implementing anti-corruption state policy, methods of preventing and fighting corruption. Meetings with representatives of the Prosecutor General's Office, the US Agency for International Development (USAID) and the Federal Bureau of Investigations took place. Consequently the NABU and the FBI agreed to sign Memorandum of cooperation in joint investigations on recovery of the previously extracted assets.

#### INTERNATIONAL SUPPORT

The National Anti-corruption Bureau of Ukraine is an agency started from scratch. Launching such a projects requires settling a wide range of administrative matters (office renovations, furniture, technical equipment). Budget funds cannot cover all the expenses involved in forming a completely new modern law enforcement body. The NABU receives substantial aid from its international partners to cover these needs.

Since the moment it was created the NABU acquired a reliable partner in the

Department for International Development of United Kingdom (DFID). Together with PricewaterhouseCoopers (PwC) the DFID launched a project of designing modern IT architecture for the Bureau that would meet all the requirements of its employees. DFID will also help the Bureau to purchase the necessary software for the Information Processing and Analysis Department.

The FBI is planning to pass on to the NABU electronic document flow software and suitable



Meeting with Desmond Swayne, the Great Britain's Minister of State for International Development. 13 November 2015

equipment (servers, computers, scanners). This will allow to convert the evidence base to electronic format and thus make it more orderly and easily accessible for detectives.

German Society for International Cooperation (GIZ) provides funding for creating the NABU's own training centre. At this time many international and domestic experts constantly hold training for the NABU employees. From now on through the help of GIZ new modern premises will be available for these training. GIZ will also provide the Information Processing and Analysis Department with computer equipment.

The Canadian Government together with the Expert deployment for governance and economic growth (EDGE) project intends to purchase equipment for training classes and to support administration of all the training.

Another important project, which is equipping rooms for interviewing witnesses

and suspects, is being implemented by the European Union Advisory mission (EUAM). The rooms will be equipped with modern technologies and in accordance with practices of the world's leading crime agencies in order to ensure respect for human rights and provide records of evidence based during the course of interviews (video and audio recording etc.).

At the moment the purchase of computer hardware and other specialized equipment for detectives and Special Operations Department experts is being negotiated with the Bureau of International Narcotics and Law Enforcement Affairs (INL). The INL is one of the main partners whose aid enabled holding open competitions for positions in the NABU. This organisation also provides the Bureau with technical support. At the moment the purchase of computer hardware and other specialized equipment for detectives and Special Operations Department experts is being negotiated.



The first detectives of the National Anti-corruption Bureau of Ukraine taking oath. 15 September 2015

National Anti-corruption Bureau of Ukraine is a new law enforcement agency created with the support from society and international partners. Its primary task was to form a team of professional, honest, principled individuals capable of justifying the faith put in them by the people.

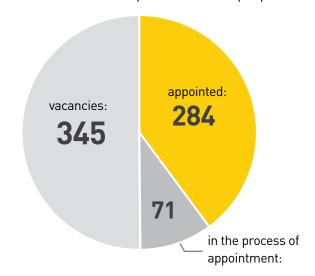
In order to have the best experts all the Bureau employees are selected through open competition (by the order of the NABU Director №n-3 of 23 April 2015) which includes qualification exams and interviews. At present there are three competition committees operating, each of them consists of the Bureau employees and the Civil Oversight Council representatives.

According to the Law "On the National Anti-corruption Bureau of Ukraine" the number of the Bureau employees cannot be more than 700. As of 1 February 2016 there were 355 selected competition winners, 284 of them already appointed for positions, the rest still passing special evaluation.

#### Staff members

as of 01-02-2016

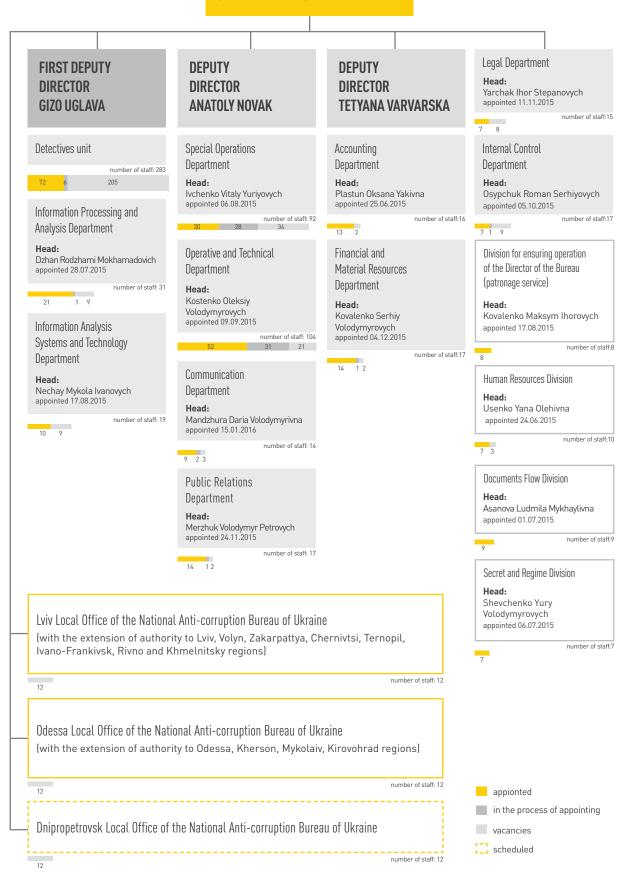
Maximum number of personnel – 700 people



#### STRUCTURE AND PERSONNEL

AS OF 01-02-2016

DIRECTOR OF THE NATIONAL ANTI-CORRUPTION BUREAU OF UKRAINE ARTEM SYTNYK



#### **COMPETITIVE SELECTION PROCESS**

AS OF 01-02-2016

Nº	Position	Number of vacancies	Number of documents submitted	Selection status
1	Chief expert of the Public Relations Division (call-centre) of the Public Relations Department	2	1	Accepting documents
2	Deputy head of the Second Detectives Unit	1	5	Accepting documents
3	Head of the Public Events and Discussions Division (open space) of the Communication Department	1	4	Accepting documents
4	Chief expert of the Information Analysis Systems and Technology Support Division (Network administrator, Active Directory)	1	1	Accepting documents
5	Chief expert of the Information Analysis Systems and Technology Support Division (Network administrator, site administrator)	1	-	Accepting documents
6	Chief expert of the Information Analysis Systems and Technology Support Division (Database administrator, back-up, SAN)	1	-	Accepting documents
7	Chief expert of the User Support Division of the NABU (User support, setting up automatic telephone system)	1	-	Accepting documents
8	Deputy head of the Information Analysis Systems Engineering, Development and Support Division	1	2	Accepting documents
9	Chief expert of the Information Analysis Systems Engineering, Development and Support Division (quality control, data acquisition and control)	2	-	Accepting documents
10	Chief expert of the Information Analysis Systems Engineering, Development and Support Division (project management, software support and maintenance)	2	-	Accepting documents
11	Senior operative of the Weaponry and Combat Service Support Division of the Special Operations Department	3	2	Processing documents
12	Senior operative of the Transportation Support Division of the Special Operations Department	4	12	Processing documents
13	Senior operative of the Medical Support Division of the Special Operations Department	2	2	Processing documents
14	Senior operative (divisions 1, 2, 3) of the Special Operations Department	8	5	Processing documents
15	Operative (divisions 1, 2, 3) of the Special Operations Department	5	8	Processing documents
16	Junior operative (divisions 1, 2, 3) of the Special Operations Department	10	36	Processing documents
17	Senior operative of the Special vocational training division of the Special Operations Department	3	2	Processing documents
18	Senior operative (organisational issues) of the Information analysis division of the Special Operations	1	4	Processing
19	Department  Operative of the Visual surveillance division of the Operative and Technical Department	1	56	documents Processing
	Senior operative of the Vision surveillance division of the Operative and Technical Department	1	19	documents Processing
21	Operative of the Mobile operations division of the Operative and Technical Department	1	19	documents Processing
	Operative of the Statutory measures division of the Operative and Technical Department	1	23	documents Processing
	Operative of the Analytical division (material resources) of the Operative and Technical Department	1	19	documents Processing
	Operative of the Engineering and technical division of the Operative and Technical Department	1	9	documents Processing
25	Senior operative of the Engineering and technical division (engineering technician) of the Operative and	1	6	documents Processing
	Technical Department  Operative of the Special on-site activities division of the Operative and Technical Department	1	8	documents Processing
27	Senior operative of the Operative and technical measures division of the Operative and Technical Depart-			documents Processing
	ment	1	4	documents Processing
	Operative of the Operative and technical measures division of the Operative and Technical Department  Senior detective of the National Bureau criminal lab detectives unit of the Information Processing and	1	12	documents Processing
29	Analysis Department Chief expert of the of the Public and media relations division (photographer and videographer) of the Com-	3	22	documents Processing
30	munication Department Chief expert of the Public events and discussions division (open space) (designer) of the Communication	1	10	documents Processing
31	Department  Detective of the Detectives unit on exposing improper advantage and unlawful enrichment of the Informa-	1	11	documents  Processing
32	tion Processing and Analysis Department	. 1	72	documents
33	Chief expert of the Information Processing and Analysis Department (senior information quality assessment analyst)	1	22	Processing documents
34	Chief expert of the Information Processing and Analysis Department (senior quality assurance analyst)	1		Processing documents
35	Lead expert of the Information Processing and Analysis Department (junior information quality assessment analyst)	1	12	Processing documents
36	Lead expert of the Information Processing and Analysis Department (junior information quality assurance analyst)	1	10	Processing documents

Nº	Position	Number of vacancies	Number of documents submitted	Admitted to testing	Admitted to interviews	Selection status
37	Head of the Witnesses and applicants management division of the Public Relations Department	1	54	42	38	Interviews
38	Senior detective of the Detectives unit on exposing corruption-related crimes of the Information Processing and Analysis Department	1	15			Processing documents
39	Chief expert of the International legal division of the Legal Department (English, German)	1	3			Processing documents
40	Chief expert of the International legal division of the Legal Department (English, French)	1	1			Processing documents
41	Head of the Detectives division of the Main Detectives Unit	3	56			Processing documents
42	Deputy head of the Detectives division of the Main Detectives Unit	6	61			Processing documents
43	Chief sector expert on ensuring operation of the Main Detectives Unit	4	25			Processing documents
44	Chief expert of the Material resources division of the Financial and Material Resources Department (maintenance of the building and territory) of the National Anti-corruption Bureau of Ukraine	1	14	14		Testing
45	Head of the Public and media relations division	1	28	25	22	Winner selected
46	Chief expert of the Public and media relations division (analyst)	1	45	35	28	Winner selected
47	Head of the Odessa local office	1	-			Competition extended
48	Head of the Lviv local office	1	29			Processing documents
49	Chief executive legal advisor of the International law division of the Legal Department	f 3	38	29	18	Testing
50	Head of the Conflict of interests and IT safety division of the Internal Control Department	1	22	16		Testing
51	Detective of the Conflict of interests and IT safety division of the Internal Control Department	<sup>e</sup> 5	145	142	89	Testing
52	Senior detective of the Internal Control Department	3	168	165		Testing
53	Senior detective	30	387	200	83	Interviews
54	Detective	100	1955	1802	885	Testing
55	Lead expert of the Information Processing and Analysis Department	1	42	8		Testing

Number of applicants for existing positions –  ${\bf 3506}$ 

Number of applicants admitted to participation in testing – 2478

#### **BUREAU DETECTIVES AND ANALYSTS**

The position of detective is new for Ukrainian law enforcement system, it combines operational and investigative functions. Detectives investigate the most complex cases – corruption practices of high officials and judges, which are not usually limited to obtaining improper advantage. Requirements for applicants are: profound knowledge of legal framework, logical thinking, psychological readiness to work under stress etc.

Candidates for positions of the NABU detectives and analysts have to pass the complicated competitive selection process divided into four stages: legislation knowledge testing, General Skills testing, psychological testing (MMPI) followed by an interview with psychologist; interview with the competition committee. The detectives who passed the selection also have to take the polygraph test.

Within the NABU structure there is a Detective Unit that consists of several detective divisions.

The personnel of each of the divisions consists of head of division, deputy head, 10 senior detectives and 28-29 detectives.

Detectives work in groups. This enables them to conduct investigations with maximum efficiency.

On 25 August the first competition committee selected the first 70 detectives who are proved to be the best among 2,502 candidates. On 5 October the NABU Director announced the second wave of the competitive selection with 100 detective vacancies and 30 senior detective vacancies open.

Total number of applicants for position of detective throughout the whole selection process was 1,995, number of applicants admitted to participation in competition 1,803. 888 applicants successfully passed the legislation test, 326 – passed the General Skills test and admitted to the MMPI psychological tests which are optional and to the interview with the first competition committee.

The number of applicants for position of senior detective was 387, number of applicants admitted to participation in competition 351. 200 of them successfully passed the legislation test, 84 the General Skills test. Among them 19 were selected as winners by the first competition committee.

Exposing corrupt practices and compiling documentation which can subsequently serve as a basis for investigations is a task for the Information Processing and Analysis Department experts. They have unique access to private databases and also analyse information from open sources, including social media. The Information Processing and Analysis Department was modelled on the world's leading law enforcement agencies. The Department's specialists completed training under British experts. Thanks to the assistance provided by DFID the Information Processing and Analysis Department will soon receive unique software that will facilitate analysis of data from different sources.

All the NABU detectives and analysts speak foreign languages fluently.

#### **TRAINING**

Detectives and Analysts of the National Anti-corruption Bureau of Ukraine need to be familiar with modern analysis and investigation methods. Fighting corruption is an international problem and we need to know how financial flows work, and what intelligence gathering opportunities exist including what software solutions are being used by our international colleagues.

Over the course of one month the NABU detectives completed the basic course of training. Its concept and programme were developed by the experts of the National Anti-corruption Bureau of Ukraine, the National Academy of Internal Affairs of Ukraine, the National Academy of Prosecutors of Ukraine, the State Financial Monitoring Service, the Anti-corruption Action Centre together with international partners. The training was



Opening statement by Artem Sytnyk at the beginning of the first NABU detectives' training. 7 September 2015

conducted by experts from the United Kingdom of Great Britain and Northern Ireland, USA, Canada, Finland, Georgia and Ukraine.



The NABU detectives training at the CEELI Institute, Prague. November 2015

The basic course of training of the Bureau analysts (financial intelligence, working with open databases, corruption offences in the field of government procurements etc.) was conducted by the experts of the National Anti-corruption Bureau of Ukraine, the National Security Service of Ukraine, the National Academy of Internal Affairs of Ukraine, the National Academy of Prosecutors of Ukraine, the Anti-corruption Action Centre, the Organisation for Economic Cooperation and Development (OECD) and international consultants from the AML Consulting Global.

A number of specialised training courses were developed for the Bureau's detectives and ana-

lysts: a course on corrupt offences in the field of government procurements by the Anti-corruption Action Centre, a course on international legal assistance by the USA experts, a course on IT security by the PricewaterhouseCoopers, a seminar on strategic development of specialized anti-corruption law enforcement bodies by the Council of Europe etc. The NABU representatives also visited USA, Poland, Romania, Germany and Finland with the aim of exchanging experience. The NABU detectives completed training programme in the International Law Enforcement Academy (ILEA, Budapest) and the Central and Eastern European Law Initiative Institute (CEELI, Prague).

#### INTERNATIONAL SUPPORT

High level of professional training for the NABU experts was made possible including through the strong support of our international partners.

The Bureau of International Narcotics and Law Enforcement (INL, USA) and the Organisation for Economic Cooperation and Development (OECD) helped to develop and implement testing systems for the Bureau employees (legislation testing, General Skills and MMPI testing).

The necessary support in the spheres of engaging experts for training and arranging international study visits came from the DFID (UK), the National Crime Agency (NCA, UK), the Canadian Government and the Expert deployment for governance and economic growth (EDGE) project, the US Department of Justice, the Bureau of International Narcotics and Law Enforcement (INL, USA), the Council of Europe, the EU Project "Support to Justice Sector Reforms in Ukraine", the International Development Law Organisa-



Briefing by the NABU Director Artem Sytnyk and the Ambassador of the United Kingdom to Ukraine Judith Gough on the support provided by British experts. 18 December 2015

tion (IDLO) and the Organisation for Economic Cooperation and Development (OECD).



Physical and combat training session of the Special Operations Department experts with the participation of the NABU Deputy Director Anatoly Novak. 29 October 2015

#### **SPECIAL OPERATIONS UNITS**

The National Anti-corruption Bureau of Ukraine is a unique law enforcement agency in terms of the authorizations given to it both in the Ukrainian law enforcement system and among similar agencies from other countries. It is an autonomous body capable of exercising all its functions – from analytical work to criminal apprehensions. This makes the NABU independent from the work of other bodies and thus secures high speed, secrecy and efficiency of the Bureau's employees performance.

The NABU's Special Operations Department is in charge of capturing armed criminals, stopping crimes that fall within the competence of the Bureau, protecting the parties of criminal proceedings and securing safety of the Bureau's employees. All the candidates for positions in the NABU have to pass not only the legislation tests but also physical exams. Some of the Bureau's employees have significant athletic achievements. The personnel includes master of sports in hand-to-hand combat, master of sports in kickboxing, master of sports in judo, master of sports in sambo, master of sports in rifle and pistol shooting, master of sports in bodyquard sports.

The Department experts are required to complete special vocational training under the Honoured coach of Ukraine in free-style wrestling and the Honoured coach of Ukraine in hand-to-hand combat. The Department is equipped with level 6 assault blast shields, level 6 body armour, body armour helmets, handcuffs and other tactical gear.

It is crucial for the Department's performance that the Verkhovna Rada passes the law "On amendment of certain laws of Ukraine on improving certain regulations considering functioning of the National Anti-Corruption Bureau of Ukraine" (Nº2183a of 30-06-2015) that provides for holding a closed competition for positions that are associated with state secrets privilege. The law is also supposed to resolve the issue of substantial difference in the wages of the NABU detectives and the Special Operations Department experts protecting them. Increase in wages will allow the NABU to recruit highly qualified specialists.

The Operative and Technical Department performs the task of conducting visual surveillance and covert investigations (including undisclosed search activities). As of 1 Febru-

ary 2016 the Department has conducted 48 undisclosed search operations, 1 covert technical operation and 4 rapid documentation operations. The Department employees were

also involved in several collaborative operations on documenting illegal activities of the criminal proceedings' objects with the Security Service of Ukraine units

#### **LOCAL OFFICES**

According to the law the Director of the National Anti-corruption Bureau can create up to seven local Bureau offices. On 10 December orders were signed creating Lviv and Odessa local offices, and on 11 December by the Order of the NABU Director an open competition was announced for positions of heads of local offices. There were 53 applicants for the head of Lviv local office position, 47 of them admitted to participation in competition. As for the position of the head of Odessa local office – the deadline has been extended.

Local offices are designed to help process reports on corruption offences, while all the investigations will be conducted by the detectives from Bureau's central office.



Artem Sytnyk and Anatoly Novak meeting with the head of Lviv regional state administration Oleh Syniutka



# Based on the results of the procurement procedures undertaken in the year 2015 the National Anti-corruption Bureau of Ukraine has saved 4,129,900 UAH.

The NABU is a budgetary institution maintained under the State budget of Ukraine and operates under the budget programme KP-KVK 6321010 "Ensuring operation of the National Anti-corruption Bureau of Ukraine".

Passport of budget programme KPKVK 6321010 "Ensuring operation of the National Anti-corruption Bureau of Ukraine" was adopted by common Order of the National Anti-corruption Bureau of Ukraine and the Ministry of Finance №13-n/625 of 06-07-2015.

In 2015, total expenditures of the National anti-corruption Bureau of Ukraine allocated from the State budget of Ukraine general fund amounted to 247,882,000 UAH (see figure 7.1)\*

Based on the 2015 figures the cash expenditures amounted to 58,044,100 UAH, which is far less than the planned sum (see figure 7.2). Most of the uncommitted funds were labour payment expenditures. This can

be easily explained: as a result of the multiple stage open competition and thereby duration of the selection process for all the positions in the Bureau by the end of 2015 its personnel consisted of only 300 employees out of a maximum number of 700 employees.

At the same time the funds budgeted for capital expenses (logistical support) were used fully (see figure 7.3).

The budgetary funding of 2015 allowed to start logistical support measures. The Bureau conducted 19 procurement procedures for goods, work and services to ensure high level performance of the NABU departments, total amount of purchases being 26,145,200 (see figure 8).

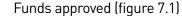
The most substantial purchases of the Bureau include:

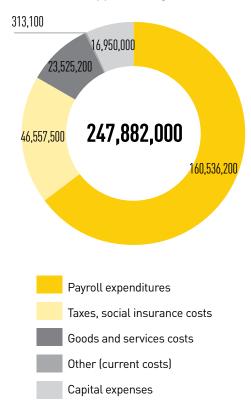
 specialized vehicles (Ford Custon Tourneo – 3, Ford Kuga – 3, Ford Mondeo – 2) with a total value of 6,161,830 UAH;

<sup>\*</sup> Given the amendments to the law "On Ukraine's State budget for 2015" and redirection of expenditures in the priority fields of funds application

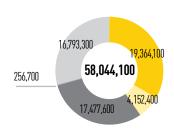
#### Analysis of the NABU budget execution as included in the 2015 State budget general fund, UAH

as of 31-12-2015

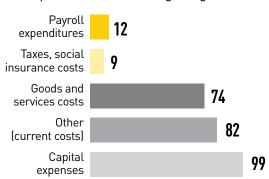




#### Cash expenditures (figure 7.2)



#### Spent funds, % of budget (figure 7.3)



- personal computers (250 pcs) with a total value of 4,001,250 UAH;
- software 3,215,590 UAH;
- server hardware (3,198,050 UAH) and network equipment (1,935,320 UAH); special-purpose clothes for the Special Operations Department employees – 2,196,130 UAH;
- level 6 body armour for the Special

Operations Department employees – 1,182,770 UAH

According to the results of purchases conducted in 2015 the National Anti-corruption Bureau of Ukraine has saved 4,129,900 UAH.

In 2015 the NABU also signed 153 direct contracts with suppliers (circumventing the procurement procedures) with a total value of of 8,308,800 UAH.

#### Procurement procedures for goods, work and services in 2015 (figure 8)\*

as of 31-12-2015

	Procurement type	Number of actual procurements	Area o	f procure	Total value of	
Nº			goods	work	services	procurements (UAH)
1	Public tender	10	9	-	1	22,720,100
2	Pricing proposal requests	7	6	-	1	2,382,900
3	Procurement negotiations	2	-	-	2	1,042,200
TOTAL		19	15	-	4	26,145,200

<sup>\*</sup> One of the procedures is chosen for a procurement provided the its value is not less than 200,000 UAH for goods or services and not less than 1,500,000 UAH for work.

In 2015 the HelpDesk system was launched in the test mode. The system is based on the free GLPI solution and is designed to provide high quality technical support for users.

In 2015 the National Bureau worked on gaining access to information resources of other agencies in order to provide its detectives and analysts with necessary data. This work included but was not limited to obtaining electronic digital signatures, ID and authentication parameters of access to information resources, setting up workspaces for working with other agencies' information resources.

A number of software products were introduced, including AIDS "Kadry", application program software for record-keeping of personnel and competition applicants; "ASKOD", electronic document flow system; "ISPRO", bookkeeping and payroll accounting software; "Liga-Zakon" software. Their maintenance and support is also provided.

The NABU started working on developing its own information analysis system, modernizing local computer network and creating server complex that would meet all the modern requirement in IT and system security. The work on securing emergency information resources and Internet access channels is also in progress.

In 2015 the employees of the National Anti-corruption Bureau of Ukraine took 45 busness trips (3 of them — abroad), total cost of the trips amounting to 69,400 UAH (55,500 UAH for trips abroad).

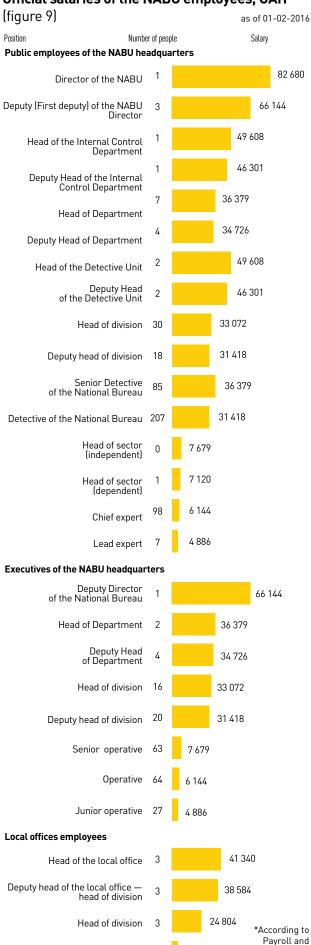
In 2015 the average salary of the NABU public employees was 28,600 UAH, average salary of the executives — 34,300 UAH. It stands to mention that vacancies in the National Bureau were filled starting with managerial positions, so there is a substantial difference in the wage rate of experts and operatives as compared to heads of departments and executive (see figure 9).

The amount of funds alocated from the 2016 State budget of Ukraine for the National Anti-corruption Bureau of Ukraine operation is 486,656,200 UAH (see figure 10).

The list of procurements planned for 2016 is as follows:

- special purpose vehicles;
- office and computer equipment;
- furniture;
- software packages;
- body armour and gear;

#### Official salaries of the NABU employees, UAH



5 120

Chief expert

27

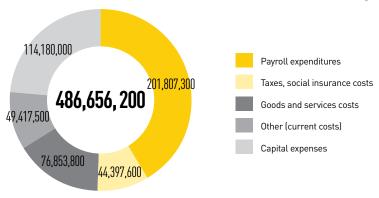
job description

schedule

- services in setting up local networks, video surveillance systems, security alarms, permit systems, fire-extinquishing systems, technical information protection systems;
- services in creating the NABU analytical system (software with transfer of property rights);
- minor and major repairs etc.

#### The National Anti-corruption Bureau of Ukraine 2016 budget (figure 10)

projected



### **CLOSING REMARKS**

Our goal for the next six months is to demonstrate investigation efficiency by taking to court cases with solid evidence based against corrupt officials.



#### Director of the National Anti-corruption Bureau of Ukraine Artem Sytnyk:

Several months of hard work are behind us, but this work has already started bringing results. We fulfilled the promise we gave six months ago – the first groups of detectives have started investigations and conducted first special operations. After this people began believing in us – these days we keep receiving more and more

messages from citizens on corrupt offences. We must do everything in our power to justify the society's expectations. That's why our main goal for the next six months is to demonstrate investigation efficiency by taking to court cases with solid evidence based against corrupt officials.



#### First Deputy Director of the National Anti-corruption Bureau of Ukraine Gizo Uglava:

Over the last six months we've been forming a truly professional team, a team that will show results and convince society that punishment for corruption is unavoidable. Our arguments are: efficient investigations, exposed corrupt practices, arrested corrupt officials, cases brought to court and, subsequently, just sentences.

It is my strong conviction that very soon corruptionists will feel the results of the Bureau's work. At the same time we will be appealing to the state authorities, parliament members and general public to make certain changes in the law to make investigation mechanisms more flexible, apprehension procedures easier and to make it impossible for corrupt officials to use bail mechanism as an means of avoiding investigation.



#### Deputy Director of the National Anti-corruption Bureau of Ukraine Anatoly Novak:

We succeeded in creating two special task units (Special Operations Department and Operative and Technical Department) in record-breaking time. These departments make the NABU a fully autonomous law enforcement agency, capable of not only investigating, but also conducting covert surveillance and special operations. Our

priority for the near future is to provide the Operative and Technical Department with special gear and to ensure the Bureau's operatives and experts wage issues are raised at the legislative level. The gap in wage levels between average employees and executives should be narrowed significantly, because low wages bring about corruption-related risks within the Bureau. That's a problem we have no right to ignore.

## **APPENDICES**

These appendices contain statistical information on the NABU performance in the period from August 2015 to February 2016 as required by the Article 26 of the law of Ukraine "On the National Anti-Corruption Bureau of Ukraine".

#### 1. STATISTICAL DATA ON THE RESULTS OF ACTIVITIES

	As of 01-02-2			
Nº	Activity category	Result		
1.	Number of applications and reports on criminal offences in terms of criminal offences classified by the law as those under jurisdiction of the National Bureau	51		
2.	Number of investigations initiated by the National Bureau and their results	2		
3.	Number of people standing indicted for committing criminal offences classified by the law as those under jurisdiction of the National Bureau	0		
4.	Number of people officially found guilty of committing criminal offences classified by the law as those under jurisdiction of the National Bureau	n		
5.	Number of people officially declared innocent of committing relevant criminal offences	0		
6.	Information by categories of people indicated in part 1 of the Law of Ukraine "On preventing corruption"	As a part of pre-trial investigation entered into the Unified registry by the NABU detectives, notices of suspicion were given to two judges. Also during investigations initiated by other law enforcement agencies before they were handed over to the NABU two more judges and two public prosecution office employees received notices of suspicion.		
7.	Information on the amount of loss and damage from criminal offences classified by the law as those under jurisdiction of the National Bureau, state and amount of compensation	Pre-trial investigation of criminal proceedings discovered losses amounting to 2,631,500 UAH. Repayments amount to 0 UAH as the pre-trial investigation still continues.		
8.	Information on funds and other property acquired as a result of criminal offences classified by the law as those under jurisdiction of the National Bureau, confiscated by court order, funds amounting to value of illegally received services and benefits, forfeited to the state, and their use	U		
9.	Information on funds and other property acquired as a result of criminal offences classified by the law as those under jurisdiction of the National Bureau, recovered from abroad, and their keeping	n		
10.	Information on seizure of property, confiscation of objects and proceedings acquired as a result of criminal offences classified by the law as those under jurisdiction of the National Bureau, and their use	As a part of the criminal proceedings pre-trial investigation funds were seized in the amount of 400,700 UAH, 109,000 USD, 2,400 EUR and 2,000 RUR. Also a property complex was seized with a total value of 2,000,000,000 UAH.		

Nº	Activity category	Result
11.	Number of submissions made as to the elimination of causes and conditions contributing to committing criminal offences	During criminal proceedings pre-trial investigations statement claims were submitted on invalidating contracts amounting to 346,000,000 UAH.
12.	Results of the character tests	0

## Proceedings breakdown by the sources of information

As of 01-02-2016

Nº	Activity category	Number
1.	Number of criminal proceedings entered upon applications from legal entities and private individuals sent to the NABU	15
2.	Number of criminal proceedings entered based on the findings of detectives and analysts	15
3.	Number of criminal proceedings entered by the detectives upon information from Verkhovna Rada deputies	3
5.	Number of criminal proceedings handed over from the Prosecutor-General's Office and other law-enforcement agencies	19
6.	Other	4
	Total	56

# 2. COOPERATION WITH OTHER PUBLIC AUTHORITIES, LOCAL AUTHORITIES, COMPANIES, ORGANISATIONS AND ESTABLISHMENTS

During the period of August 2015 – January 2016 the National Anti-corruption Bureau of Ukraine operated in active cooperation with other public authorities, companies, organisations and establishments, and this cooperation made possible achieving the following results:

Nº	Name of agency	Goal	Result
1.	Ministry of Justice of Ukraine's	Memorandum of cooper- ation and information ex- change between the Nation- al Bureau and the Ministry of Justice of Ukraine	Necessary amendments were made to regulatory acts in order to provide access to Unified register of notarially certified powers of attorney. Technical connection to the following information resources is in progress: Unified state register of legal entities and individual entrepreneurs, State register of real property rights, State register of encumbrances over movable property, State vital records registry
2.	Ministry of Internal Affairs of Ukraine	Memorandum of cooper- ation and information ex- change between the Nation- al Bureau and the Ministry of Internal Affairs of Ukraine	The NABU was given access to the Management of Road Safety National automated information system and the Integrated information retrieval system of the law enforcement agencies of Ukraine
3.	State Fiscal Service of Ukraine	Agreement on information co- operation between the National Anti-corruption Bureau and the State Fiscal Service of Ukraine	The NABU gained access to information and telecommunication systems
4.	State Treasury Service of Ukraine	Agreement on information cooperation between the National Anti-corruption Bureau and the State Treasury Service of Ukraine	The NABU was given access to the State Treasury Service of Ukraine information resources ("Kazna" and "E-Kazna" automated systems) through providing workplaces on the Treasury Service premises

Nº	Name of agency	Goal	Result	
5.	State Boarder Guard Service of Ukraine	An Agreement on information cooperation and coordination between the National Bureau and the State Boarder Guard Service of Ukraine	Connection to the information telecommunication system "Arkan" is in progress	
6.	Deposit Guarantee Fund	Memorandumof Cooperation in the sphere of corruption preventing and combating in deposit assurance between the National Bureau and the Deposit Guarantee Fund	concerning corrupt practices and corruption-related crimes uncovered by the Fund while removing insolvent	
7.	Business Ombudsman Council	Memorandum of cooperation and information exchange between the National Bureau and the Business Ombudsman Council	The NABU will receive reports on criminal offences or information that could be used for preventing, exposing, stopping and investigating criminal offences classified by the law as those under the Bureau's jurisdiction	

# 3. COOPERATION WITH COMPETENT FOREIGN AUTHORITIES, INTERNATIONAL AND FOREIGN ORGANISATIONS AND SIGNING AGREEMENTS ON COOPERATION AND REPRESENTING INTERESTS ABROAD

# List of meetings and cooperation between the NABU detectives and executives and their international partners

	international partners							
Nº	Date	Name and parties	Goal					
1.	26 August 2015	Meeting with the Great Britain's Department for International Development delegation	Presentation of law enforcement agencies operation organisation model, exchange of experience in investigating high profile crimes in fighting corruption					
2.	27 August 2015	Meeting with the representative of the Foundation for International Le- gal Cooperation, expert Walter Selter	Matters of how to organize the NABU detectives' effective operation and their skill development					
3.	1 September 2015	Meeting with the EU expert mission assessing implementation of the second phase of the Ukraine visa liberalisation action plan on meeting the requirements of block 3 – Public order and security (regarding anti-corruption issues)	Matters of existing mechanisms and cooperation opportunities in information exchange and coordination between law enforcement agencies in the area of combating corruption; analysis of cooperation between prosecution offices and agencies investigating corruption-related crimes; distribution of tasks among the Ministry of Internal Affairs, the Security Service of Ukraine, law enforcement and tax police units					
4.	7 September 2015	Briefing by Artem Sytnyk and the Head of the EU Delegation to Ukraine Jan Tombinski	Matters of organising and conducting training for the Bureau's detectives with the support of foreign partnership					
5.	13 October 2015	Meeting of the NABU executives with Harald Ciarlo, Strategic Prosecutori- al Reform Adviser of the EU Advisory mission	Matters of financing and material logistic support of the NABU, aspects of implementing information analysis systems and conducting research					

Nº	Date	Name and parties	Goal
6.	26 October 2015	Meeting between the NABU Director Artem Sytnyk and Christian Dan- ielsson, the European Commission Director-General of the Director- ate-General for Neighbourhood and Enlargement Negotiations	Matters concerning launching the NABU and future assistance from the EU
7.	29 October 2015	Meeting with representatives of the Crown Agents British company	Matters of combating corruption as a part of reforming the Customs administration of Ukraine project
8.	5 November 2015	Meeting between the NABU executives and members of the EU-Ukraine Par- liamentary Cooperation Committee	Matters of the NABU forming process
9.	11 November 2015	Meeting between the NABU exec- utives and Emmanuel Mathias, the IMF Senior Financial Sector Expert	Matters of the NABU financing, preparation of the draft budget of the organisation and including the necessary resources in the 2016 State Budget of Ukraine
10.	12 November 2015	Meeting between the NABU executives and the German Marshall Fund of the United States (GMF)	General matters of the NABU form- ing and functioning
11.	13 November 2015	Meeting between the NABU executives and Desmond Swayne, the Great Britain's Minister of State for International Development	Meeting was held as a part of the joint communication project by the NABU and the DFID of Great Britain
12.	16 November 2015	Meeting between the NABU Director and Kalman Mizsei, Head of the EU Advisory Mission	Matters of receiving counselling and support in context of cross-cutting issues of efficient management and fighting corruption
13.	19-20 November 2015	Working meeting of the NABU executives with Drago Kos, the Council of Europe Senior expert on specialized anti-corruption institutions management	The meeting was held under the partnership on the "Combating corruption in Ukraine" project and the Cooperation framework between the EU and the Council of Europe. It included discussions of the main strategic issues of the NABU management, key moments in Bureau's organisation of work etc.
14.	10 December 2015	Working meeting of the NABU executives with the EU Support Group for Ukraine (SGUA)	Preliminary study of the needs of Ukraine as part of international technical support of technical capabilities development in combating corruption
15.	9-11 December 2015	Working meeting of the NABU management and Dragan Eremic of Serbia, the Council of Europe senior project officer on IT architecture for specialized anti-corruption agencies as part of developing common vision and development strategy for Ukraine	Analysis of the NABU IT potential, plans for connecting the NABU to databases of Ukraine's institutions given the need to ensuring direct access
16.	16 December 2015	Working meeting between the NABU Director with the Ambassador Ex- traordinary and Plenipotentiary of Austria to Ukraine Hermine Poppeller	Matters of mutual cooperation and the importance of Ukraine's accession to the International anti-corruption academy in Laxenburg, Austria

Nº	Date	Name and parties	Goal
17.	18 December 2015	Director and the Ambassador of the	Topic of the briefing: "Cooperation between the NABU and Great Britain: support and training British experts provide Ukrainian corruption-fighters with"

## List of the NABU executives and employees' foreign visits

Nº	Date	Country	Goal					
1.	21-23 September 2015	Working visit of the NABU executives to Romania	A number of meetings with representatives of the National Anti-corruption Directorate, General Anti-corruption Directorate, the Department of Justice of Romania, the National Integrity Agency and other organisations					
2.	28 October 2015	The NABU Director Artem Sytnyk participated in the NATO-Ukraine Commission session on current state and perspectives of the Building Integrity Initiative, increasing transparency and reducing the risk of corruption in the defence and security sectors in Brussels, Belgium	Establishing cooperation					
3.	18-20 November 2015	The NABU Director Artem Sytnyk participated in the 15th EPAC/EACN Annual Professional Conference in Paris	C/   – European Partners against Corrup					
4.	8 December 2015	The NABU representatives participated in the 6th International anti-corruption conference in Warsaw, Poland	Studying the experience of international cooperation in fighting corruption from the Poland National Police, Central Anti-corruption Bureau of Poland, the Prosecutor general's office of Poland, United Kingdom's National Crime Agency and OSCE					
5.	13-19 December 2015	Study visit of the NABU delegation headed by the Director Artem Sytnyk to Helsinki, Finland as a part of the EU Project "Support to Justice Sector Reforms in Ukraine"	Studying the work of Finland's law enforcement agencies in the sphere of fighting corruption, exchange of experience					
6.	. 18-23 January 2016y The NABU Director's med with high-ranking US govern officials (Washington, D.C.)		Experience exchange in the field of implementing state anti-corruption policy and methods of corruption preventing and combating. A number of meetings with representatives of the Prosecutor General's office, the US Agency for International Development (USAID) and the Federal Bureau of Investigations					

#### 4. COOPERATION WITH NGOS AND MASS MEDIA

As of 01-02-2016

Nº	Type of media event	Number
1.	Briefings and press conferences by the NABU Director and Deputy Directors	6
2.	TV interviews by the NABU executives	23
3.	Radio broadcasts	5
4.	Interviews for printed media	13
5.	Interviews for internet media	12
	Total	59

# 5. NUMBER OF THE NATIONAL BUREAU EMPLOYEES, THEIR WORK EXPERIENCE AND QUALIFICATION

### Personnel selection process

As of 01-02-2016

Туре	Number	Public officers	Executives
Number of the open competition winners	355	214	141
Number of appointments to the NABU	284	202	82
Vacancies in the NABU and its local offices	345	289	56
Maximum number of personnel according to the law	700	503	197

#### The NABU staff members

As of 01-02-2016

N₀	Department name	Num- ber of posi- tions	Number of the open competi- tion win- ners	Number of ap- pointed to the NABU	In the process of ap- pointing	Vacancies (including competi- tion win- ners)	Name of the de- partment head
1	Executives	5	4	4		1	
2	Detectives unit	283	78	72	6	205	
3	Operative and Technical De- partment	104	83	52	31	21	Kostenko Oleksiy Volodymyrovych appointed on 09-09-2015
4	Information Processing and Analysis De- partment	31	22	21	1	9	Dzhan Rodzhami Mokhamadovich appointed on 28-07-2015
5	Accounting Department	16	13	13	0	3	Plastun Oksana Yakivna appointed on 25-06-2015

Nº	Department name	Num- ber of posi- tions	Number of the open competi- tion win- ners	Number of ap- pointed to the NABU	In the process of ap- pointing	Vacancies (including competi- tion win- ners)	Name of the de- partment head
6	Information Analysis Systems and Technology Department	19	10	10	0	9	Nechay Mykola Ivanovych appointed on 17-08-2015
7	Financial and Material Re- sources Depart- ment	17	15	14	1	2	Kovalenko Serhiy Volodymyrovych appointed on 04-12-2015
8	Legal Depart- ment	15	7	7	0	8	Yarchak Ihor Stepanovych appointed on 11-11-2015
9	Public Relations Department	17	15	14	1	2	Merzhuk Volody- myr Petrovych appointed on 24-11-2015
10	Communication Department	14	11	9	2	3	Mandzhura Daria Volodymyrivna appointed on 15-01-2016
11	Internal Control Department	17	8	7	1	9	Osypchuk Roman Serhiyovych appointed on 05-10-2015
12	Special Oper- ations Depart- ment	92	58	30	28	34	Ivchenko Vitaly Yuriyovych appointed on 06-08-2015
13	Human Re- sources Division	10	7	7	0	3	Usenko Yana Olehivna appointed on 24-06-2015
14	Documents Flow Division	9	9	9	0	0	Asanova Ludmila Mykhaylivna appointed on 01-07-2015
15	Division for ensuring op- eration of the Director of the Bureau (patron- age service)	8	8	8	0	0	Kovalenko Mak- sym Ihorovych appointed on 17-08-2015

Nº	Department name	Num- ber of posi- tions	Number of the open competi- tion win- ners	Number of ap- pointed to the NABU	In the process of ap- pointing	Vacancies (including competi- tion win- ners)	Name of the de- partment head
16	Secret and Regime Division	7	7	7	0	0	Shevchenko Yury Volodymyrovych appointed on 06.07.2015
17	Local Offices	12	0	0	0	12	
18	Lviv Local Office	12	0	0	0	12	
19	Odessa Local Office	12	0	0	0	12	
	TOTAL	700	355	284	71	345	

## The NABU employees skill development. Foreign trainings

Nº	Date	Place	Training details	Num- ber of partici- pants
1.	2-6 November 2015 16-20 November 2015 28 November 2015 24-31 January 2016	Prague, Czech Republic Budapest, Hungary	Two groups of the NABU detectives completed training programme in the International Law Enforcement Academy (ILEA, Budapest) and the Central and Eastern European Law Initiative Institute (CEE-LI, Prague). Detectives studied methods of big data analysis, procedure of using electronic records as evidence in criminal proceedings and practices of informal communication between law enforcement agencies of different countries	33
2.	15-28 November 2015	Berlin, Germany	Detectives studied basic principles of corruption preventing policies and specifics of the German corruption-fighting law enforcement agencies operations. The NABU delegation participated in working groups together with representatives of police and municipal authorities of the Brandenburg state (Potsdam)	4

Nº	Date	Place	Training details	Num- ber of partici- pants
3.	28 November – 15 December 2015	Washington, D.C., New York, Dallas, Sacramento, Cleveland, Concord, USA	Detectives studied the specifics of the USA federal law-enforcement agencies operations and non-governmental organisations fighting corruption abuse of power. They participated in working meetings with representatives of the Federal Bureau of Investigations, Ministry of Justice, State Department, Ministry of Trade, Dallas city police and Concord city police. As part of visits to these organisations the NABU detectives developed skills of exposure and investigation techniques in corruption-related crimes, studied principles and standards of professional ethics in law enforcement, discussed matters of international legal assistance	5
4.	13-19 December 2015	Helsinki, Finland	The NABU analysts studied intelligence information collection tools and work of the law enforcement agencies dealing with tracing proceeds of corruption, terrorism financing schemes and seizing and confiscating proceeds of money-laundering; and examples of interdepartmental collaboration between police, customs services and boarder guard services in investigating corruption-related crimes	5

## Internal trainings

Nº	Date	Place	Training details	Number of partic- ipants
1	August, October 2015	Kyiv, Ukraine	The NABU employees participated in the "Communication strategy" training seminar conducted with support from the Department for International Development of Great Britain and the Political Consulting Centre NGO	65
2	September- October 2015	Kyiv, Ukraine	The NABU detectives and analysts participated in a training seminar conducted with support from the US Embassy in Ukraine, the Great Britain Embassy in Ukraine and the European Union	70
3	November 2015	Kyiv, Ukraine	The NABU analysts together with employees of the National Academy of the State Security Service of Ukraine and the National Prosecution Academy of Ukraine participated in the training seminar on fundamental legal principles	14
4.	November 2015	Kyiv, Ukraine	The NABU detectives participated in the "International legal assistance" training seminar. The seminar was held with the support of the US Embassy in Ukraine	60

Nº	Date	Place	Training details	Number of partic- ipants
5.	December 2015	Kyiv, Ukraine	The Information Processing and Analysis Department detectives participated in the training conducted with the support of the Great Britain Embassy in Ukraine. During the training they studied key European practices in exposing and investigating corruption-related criminal offences	14
6.	December 2015	Kyiv, Ukraine	The NABU detectives attended lectures on the topics "Information processing principles", "Bank records analysis (money transfers)", "SWIFT money transfers analysis", "Methods of identifying parties of financial arrangements"	20
7.	December 2015	Kyiv, Ukraine	The NABU analysts participated in study trainings on the topics "Registers. Working with open databases" and "MS Excel" held with support from the Department for International Development of Great Britain, the PwC international company and the Anti-corruption Action Centre	18
8.	December 2015	Kyiv, Ukraine	The NABU detectives participated in study training "Power abuse and corrupt offences in the sphere of state procurements. Cooperation between the National Anti-corruption Bureau and regulatory authorities" held with support from the State Financial Inspection of Ukraine, the Accounting Chamber of Ukraine and the Antitrust panel of Ukraine	25
9.	Січень 2016 року	Kyiv, Ukraine	The Council of Europe expert Drago Kos conducted a training seminar for the NABU analysts on the matters of strategic development and specialized anti-corruption law enforcement agencies operations	50
10.	Січень 2016 року	Kyiv, Ukraine	The NABU detectives and analysts participated in training on IT security held with support from the Department for International Development of Great Britain and the PwC international company	60

# 6. OPERATION OF THE INTERNAL CONTROL UNIT OF THE NATIONAL BUREAU; REPORTS OF OFFENSES COMMITTED BY THE EMPLOYEES OF THE BUREAU, THE RESULTS OF THEIR VERIFICATION, BRINGING THE EMPLOYEES OF THE BUREAU TO ACCOUNT

# Work of the NABU Internal Control Department in the period of August 2015 – January 2016

As of 01-02-2016

Nº	Activity category	Number	Comments
1.	Special inspections of applicants for positions in the NABU started	308	completed — <b>254</b>
2.	Appeals and complaints on the NABU employees' actions received	9	
3.	The NABU employees brought to justice	0	
4.	Official investigations conducted	3	
5.	Criminal proceedings on the actions of the NABU employees initiated	0	
6.	Investigations started	1	

## 7. BUDGET OF THE NATIONAL ANTI-CORRUPTION BUREAU OF UKRAINE AND ITS EXECUTION

# Analysis of the NABU budget execution as included in the 2015 State budget general fund, UAH

as of 31-12-2015

Nº	Name	Approved	Cash expenditures	% of target achieved
1.	Payroll expenditures	160,536,200	19,364,100	12%
2.	Taxes, social insurance costs	46,557,500	4,152,400	9%
3.	Goods and services costs	23,525,200	17,477,600	74%
4.	Other (current costs)	313,100	256,700	82%
5.	Capital expenses	16,950,000	16,793,300	99%
	Total	247,882,000	58,044,100	23%

Apart from that cost estimates for the NABU expenditures for the amount of 10,357,700 UAH from the State budget special fund were approved in 2015.

Based on the 2015 figures the cash expenditures amounted to the same sum.

## Procurement procedures for goods, work and services in 2015\*

as of 31-12-2015

Nº		Number of actual	Area o	f procure	Total value of	
3/п	Procurement type	procurements	goods	work	services	procurements (UAH)
1	Public tender	10	9	-	1	22,720,100
2	Pricing proposal requests	7	6	ı	1	2,382,900
3	Procurement negotiations	2	-	-	2	1,042,200
Total		19	15	-	4	26,145,200

<sup>\*</sup>One of the procedures is chosen for a procurement provided that its value is not less than 200,000 UAH for goods or services and not less than 1,500,000 UAH for work

# 8. OTHER INFORMATION CONCERNING THE RESULTS OF THE NATIONAL BUREAU ACTIVITIES AND ITS DUTIES

### Allegations received by NABU

As of 01-02-2016

Nº	Туре	Number
1.	Allegations by citizens	1850
2.	Inquiries sent by parliament members	151
3.	Requests for accessing public information	67
4.	Reports received at public office	325
	Total	2393