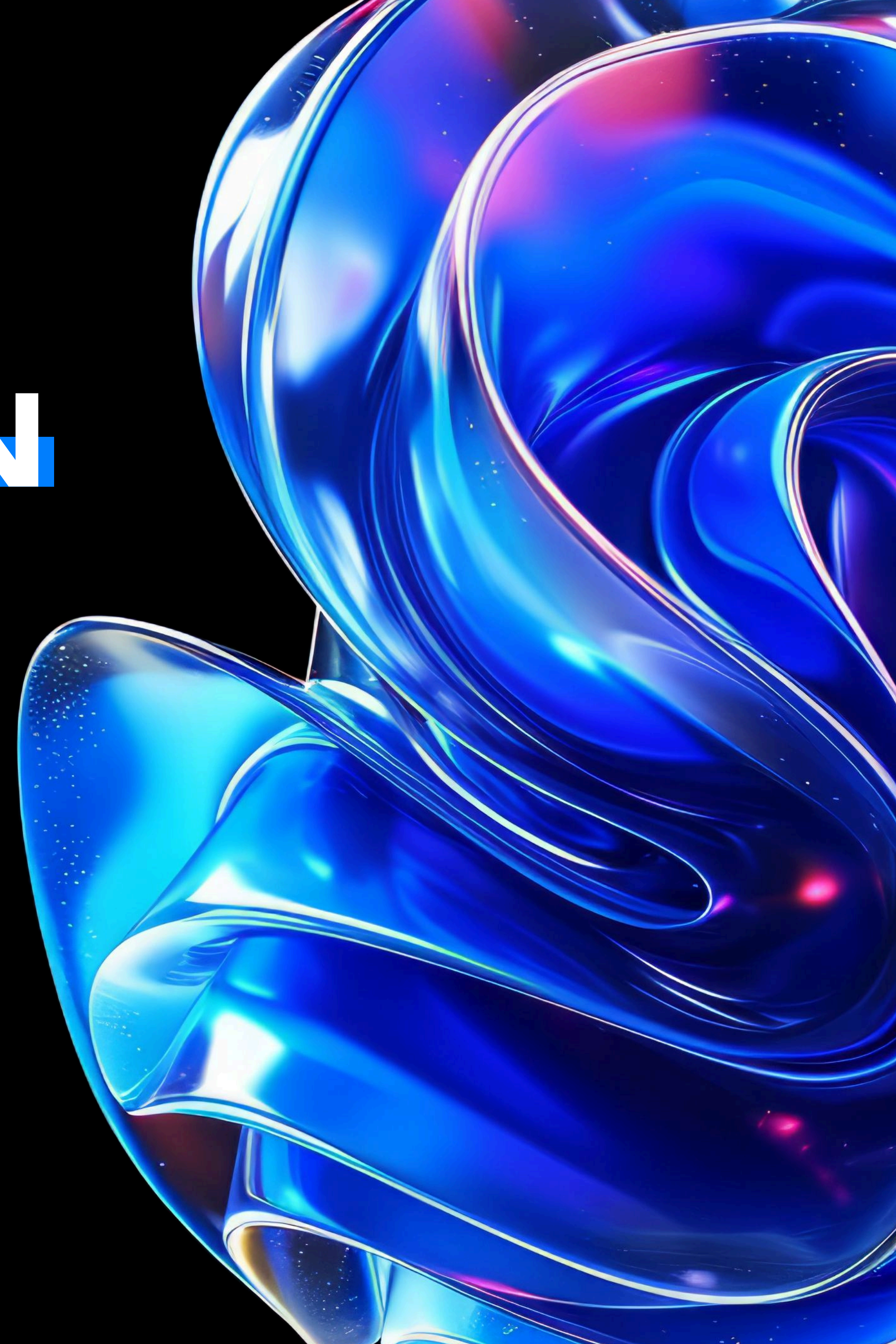


# DIGITAL TRANSFORMATION OF PUBLIC PROCUREMENT IN UKRAINE

Iaroslav Liubchenko

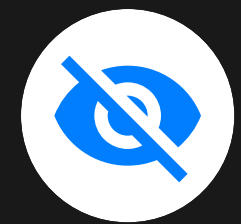
CEO SOE Prozorro





Public procurement represents **13% of GDP** in OECD countries and **1/3 of overall government expenditures**, yet remains largely bureaucratic, inefficient & highly vulnerable to corruption.

# Procurement ~~by 2015:~~



Non-transparent

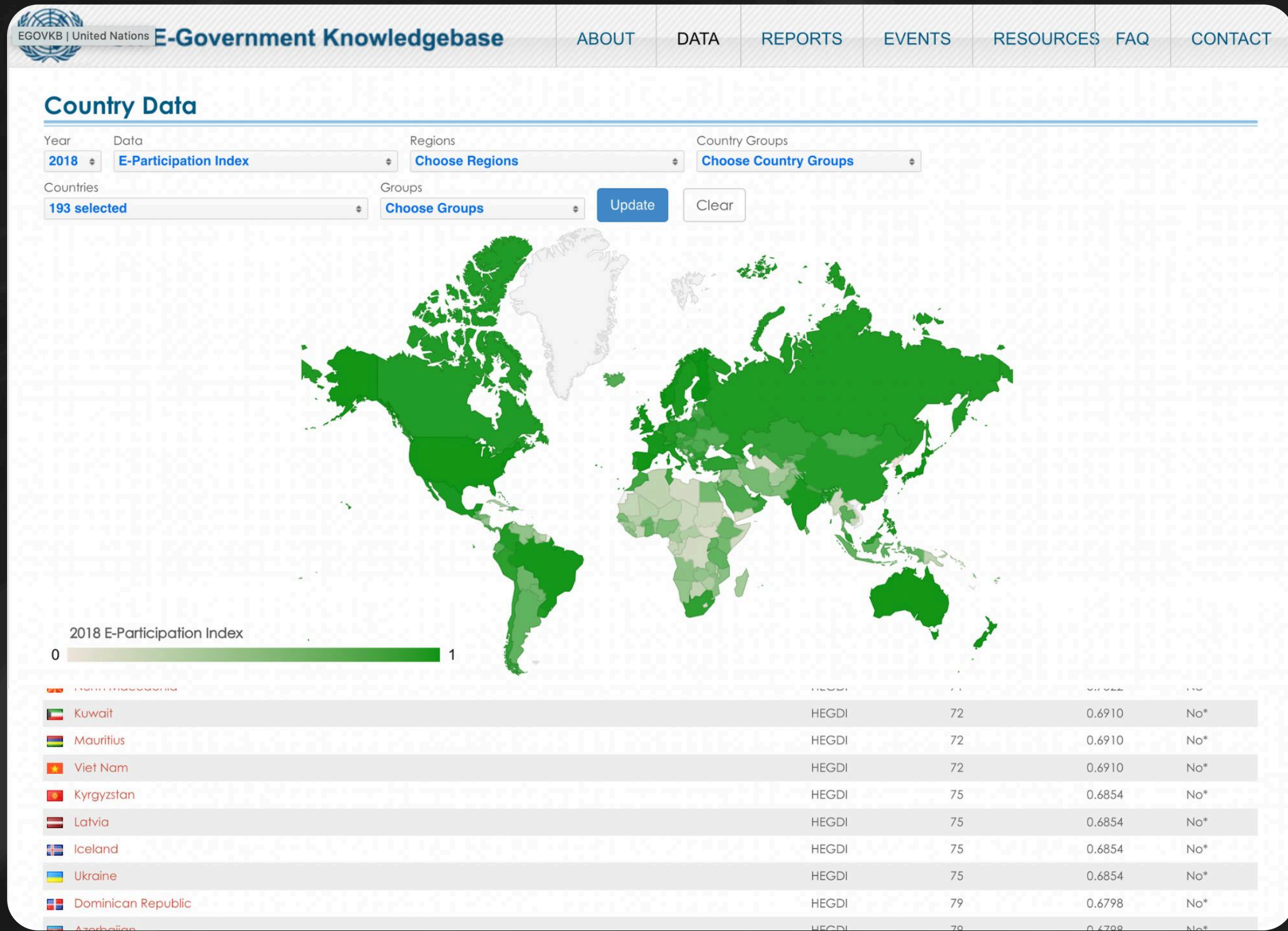


Non-competitive



On paper

# E-Participation Index



Ukraine – rank 75

2018



Ukraine – rank 1

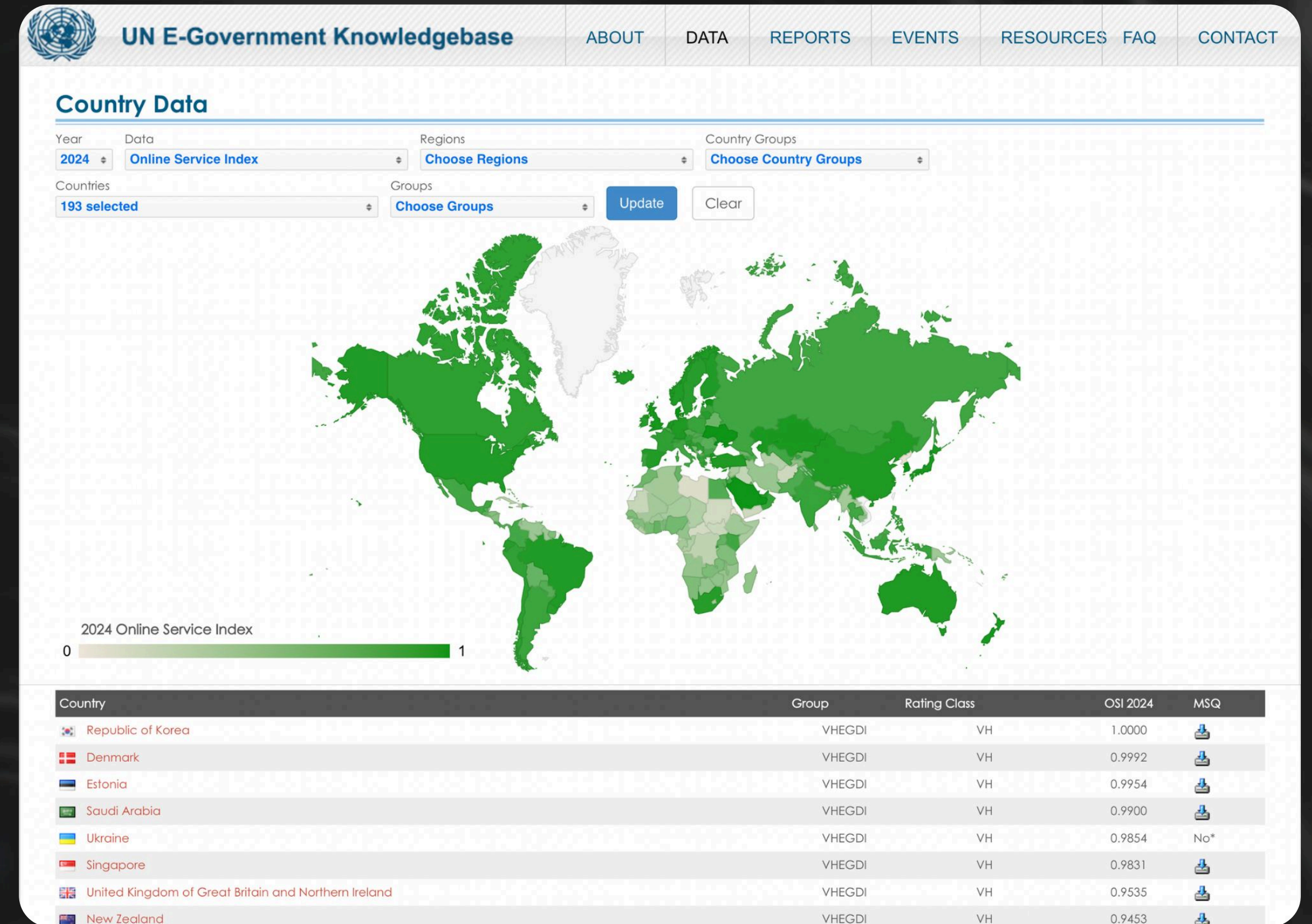
2024

# Online Service Index



Ukraine – 0,5694, rank 102

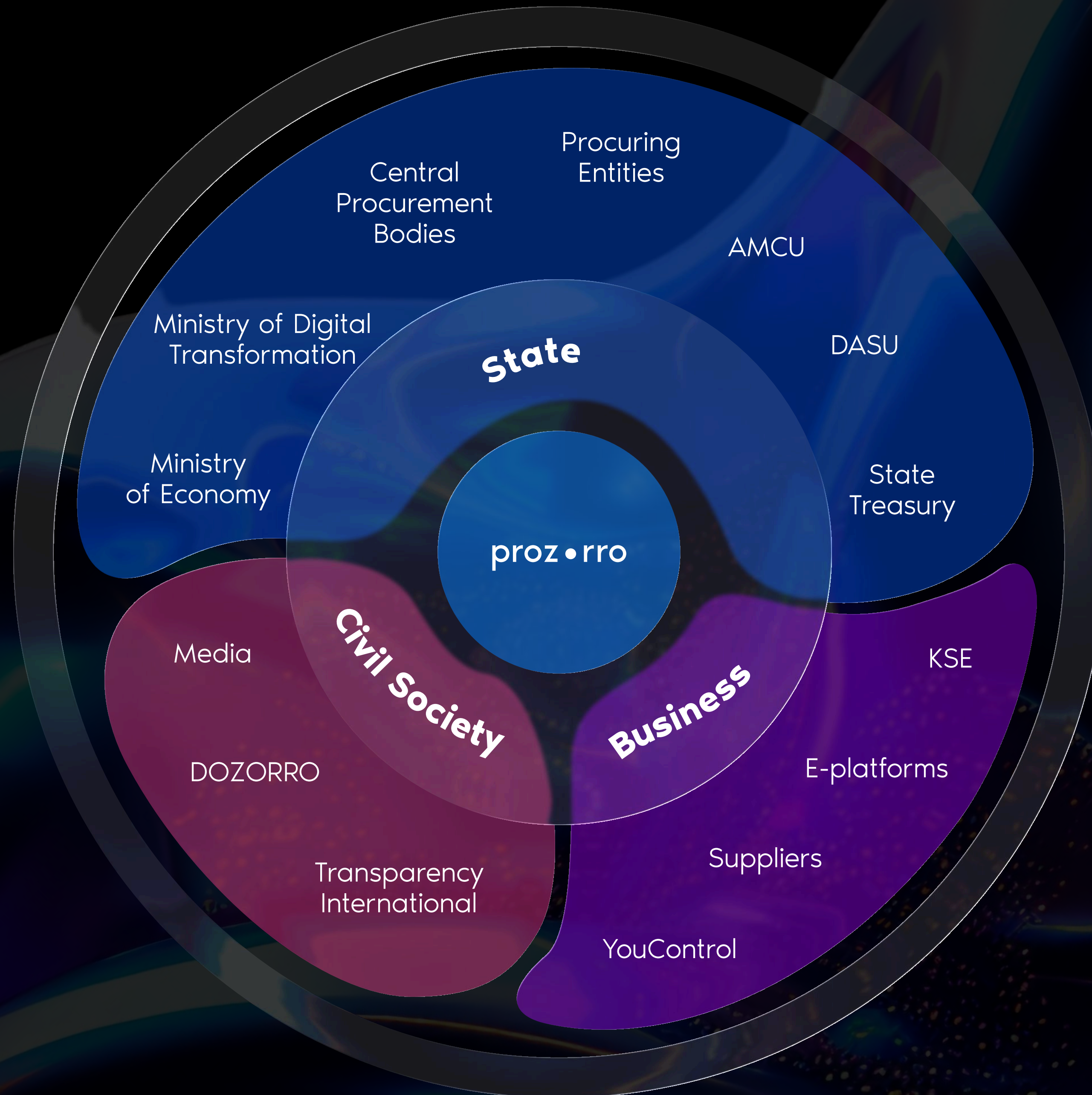
2018



Ukraine – 0,9854, rank 5

2024

# Prozorro ecosystem



# CENTRAL DATABASE

prozorro.gov.ua

## MARKETPLACES



## CUSTOMERS

prozorro

## SUPPLIERS

Antimonopoly Committee of Ukraine

suppliers appeals resolution

Ministry of Economy of Ukraine

policy maker

State Audit Service of Ukraine

monitoring, wrongdoers penalties

# What makes us **a unique** e-procurement system



## Public BI module

for analyzing procurement from different angles



## Open API

which makes it possible to create new services based on Prozorro data



## Open source code of the system



## Two-level hybrid system

consisting of central database and 13 commercial marketplaces



## Electronic submission

of tender proposals

# Awards & International Recognition



**GavTech  
Awards 2025**



**Global Tech  
Awards 2025**



**Transparent  
Public Procurement  
Rating 2020**



**Apolitical:  
Global Public  
Service Teams  
of the Year 2019**



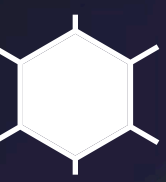
**C4F Davos  
Awards 2017**

**FSA**

**Fair Sourcing  
Awards 2017**



**Open Government  
Awards 2016**



**World Procurement  
Awards 2016**

# Key facts about Prozorro

Data for 2025

# €851 BN

contracts signed



# 2.4

participants  
competition



# €48,6 BN

savings

two budgets  
for Kharkiv for 2025

# Prozorro Market

Data for 2025

# 209 K

tenders



# 8 days

the average  
procurement period



# 3.1

participants  
competition



# €105 BN

expected value

procurement  
with 37 participants

Остаточна пропозиція:	13 345 711,20 UAH з ПДВ
Остаточна пропозиція:	15 548 215,68 UAH з ПДВ
Остаточна пропозиція:	15 578 723,52 UAH з ПДВ
Остаточна пропозиція:	15 729 655,68 UAH з ПДВ
Остаточна пропозиція:	15 857 312,65 UAH з ПДВ
Остаточна пропозиція:	15 859 333,44 UAH з ПДВ
Остаточна пропозиція:	15 885 175,68 UAH з ПДВ
Остаточна пропозиція:	15 888 960,00 UAH з ПДВ

# Donor Procedure

The procurement procedure aligned with international donor rules. Each contracting authority can design its own tender procedure within donor rules.

①

## October 2023

The World Bank confirmed Prozorro's compliance with its procurement standards

②

## March 2024

The procurement of goods, works, and non-consulting services under Bank-financed projects has been transferred to Prozorro

③

## Integration

Global procurement standards + Ukraine's cutting-edge e-transparency

# Effective use of **finance**

Prozorro plays a central role in ensuring transparent and efficient use of public and donor funds in Ukraine.

①

## **Public funds of the state**

Procurement financed from the state budget through Prozorro, ensuring transparency, competition, and accountability in the use of public funds.

②

## **Donor module**

A dedicated Prozorro module enabling donors to monitor, analyze, and ensure transparent use of international assistance funds in line with donor requirements.

# Equal access & unprecedented opportunity

## Flexible Regulatory Framework

### National Procedures

Conducted under the Law of Ukraine  
“On Public Procurement”



### Donor module

Fully supports procedures funded by  
International Financial Institutions (IFIs),  
governed by their distinct rules



## 2025 Non-resident Success



# 295

contracts signed  
with non-residents



# € 13.6 BN

total contract value



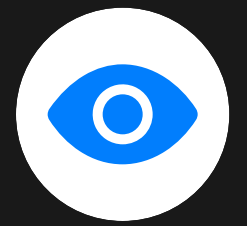
# ~ \$308 M

equivalent value

# Core principles



**Configurable procurement**  
build your own tender



**Transparency**  
of investments



**Top-edge**  
of the electronic procurement progress



**Involvement**  
of non-residents

# Configurable Procurement

**Basic  
procurement  
setup**



## **Parameter configuration**

e.g. auction, pre-qualification,  
expected value, evaluation rules

## **Exclusion criteria setup**

eligible grounds



**Donor-specific  
customized  
procedure**

Maximum flexibility is achieved by configuring parameters and exclusion criteria for each donor within a single module.

# Donor Procedure

≈ €1.23 BN



International Bank for Reconstruction and Development (IBRD)

≈ €259 M



OHMATDYT

≈ €981 M



European Investment Bank

≈ €113.5 M



Mission of the International Committee of the Red Cross in Ukraine

≈ €714 M



Interreg NEXT Poland-Ukraine 2021-2027 (EU)

≈ €49 M



European Commission

# Ukraine Facility × Prozorro

①

€50 BN from EU with tracking funds in Prozorro

②

Goods, participants, subcontractors – only from “eligible countries”

③

Automatic application of Ukraine Facility requirements in Prozorro

**4,000 lots**

expected value – €6.8 BN



**€11 BN**

approximate amount of contracts concluded



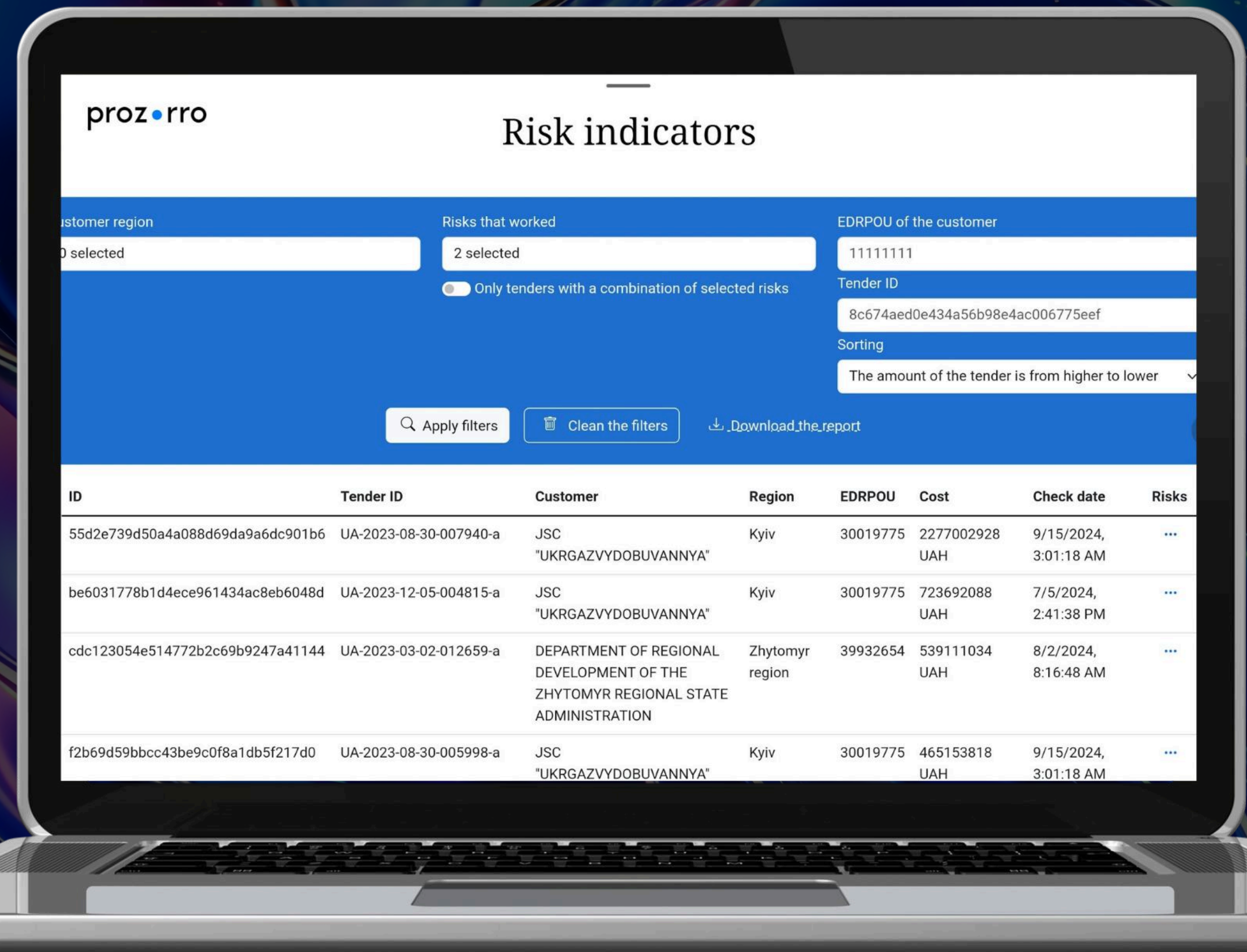
Why is this important?

- Transparent use of EU funds
- Trust in the Ukrainian procurement system

# Automated risks indicator

Most common violations identified by SASU:

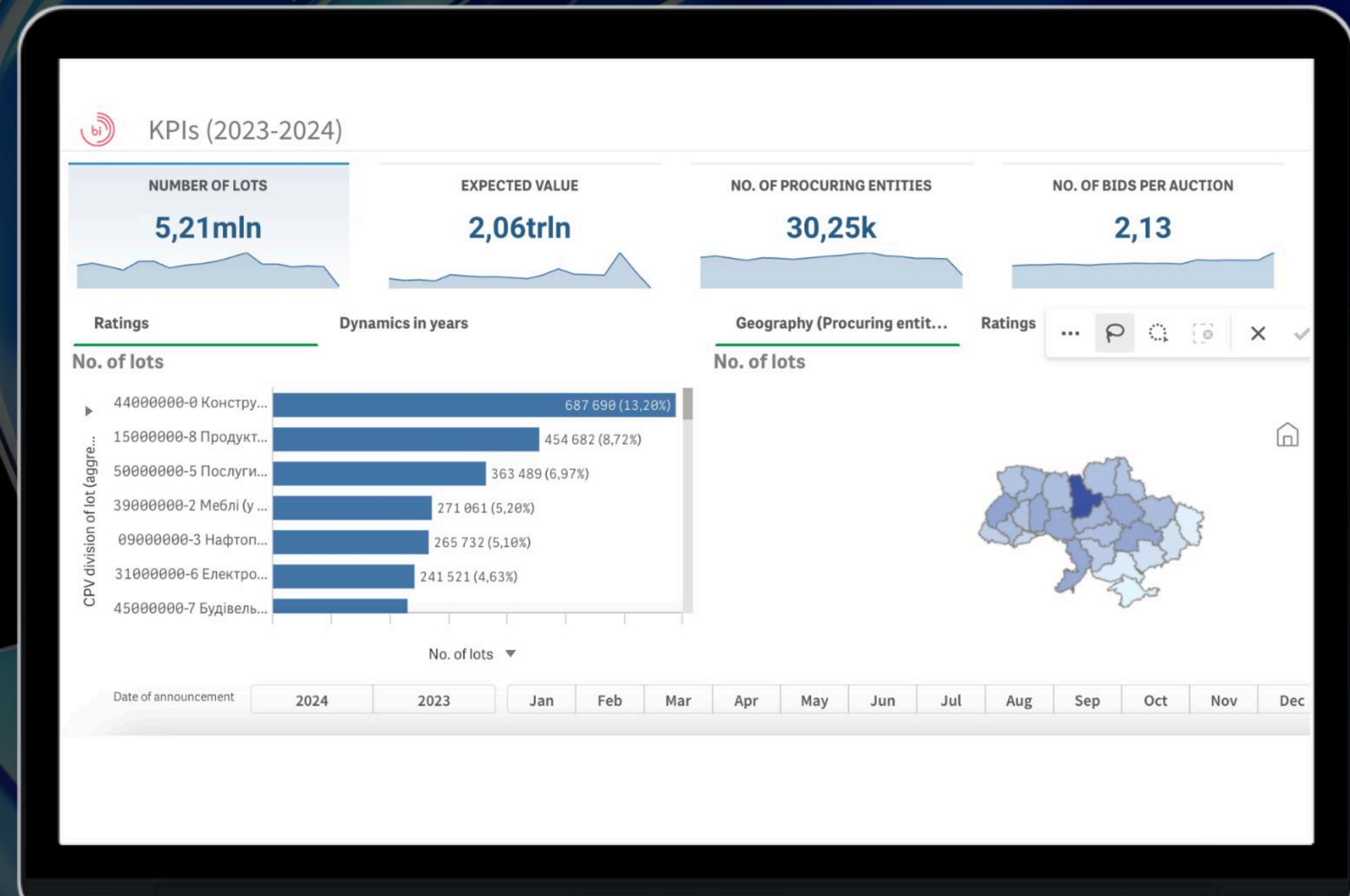
- the procedure for defining the subject of procurement is violated
- The tender documentation does not comply with the PPL
- deadline for disclosure is missed



# BI Public Analytics Module

A tool for public oversight over procurements:

- **Daily Updates**  
Automatic data refresh
- **Comprehensive Coverage**  
Data on all Prozorro procurements
- **User-Friendly**  
Easily downloadable tables and diagrams



# E-Complaint



Online applying



Online payment



Anyone in the system can view the entire appeal process



If the complaint is partially satisfied, the fee is refunded in full

# AI in the Prozorro Ecosystem

AI tools simplify procurement and improve access to information.  
**They help to:**

→ **analyse**

tender documentation

→ **identify**

key requirements and risks

→ **support**

preparation of compliant bids

→ **navigate**

procurement opportunities

# AI helps verify supplier eligibility

## Price and competitor dynamics

Tracks price trends across regions and categories, identifying margin changes and market shifts

## Smarter tender selection

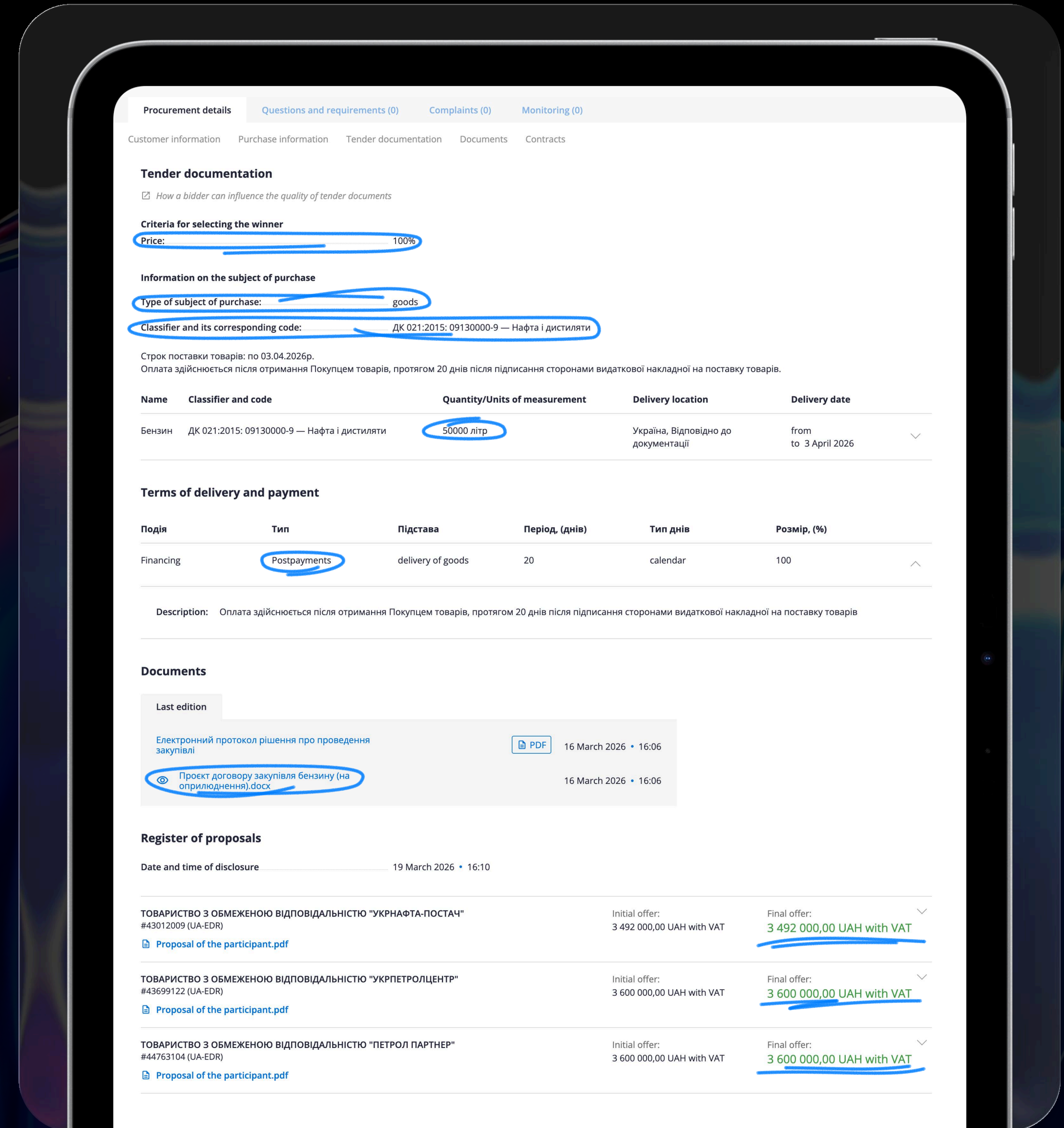
Up to 120% deeper analysis of tender documentation, uncovering insights beyond manual review

## Time savings in preparation

Up to 25% less time spent on analysis and bid preparation

## Helicopter view of the market

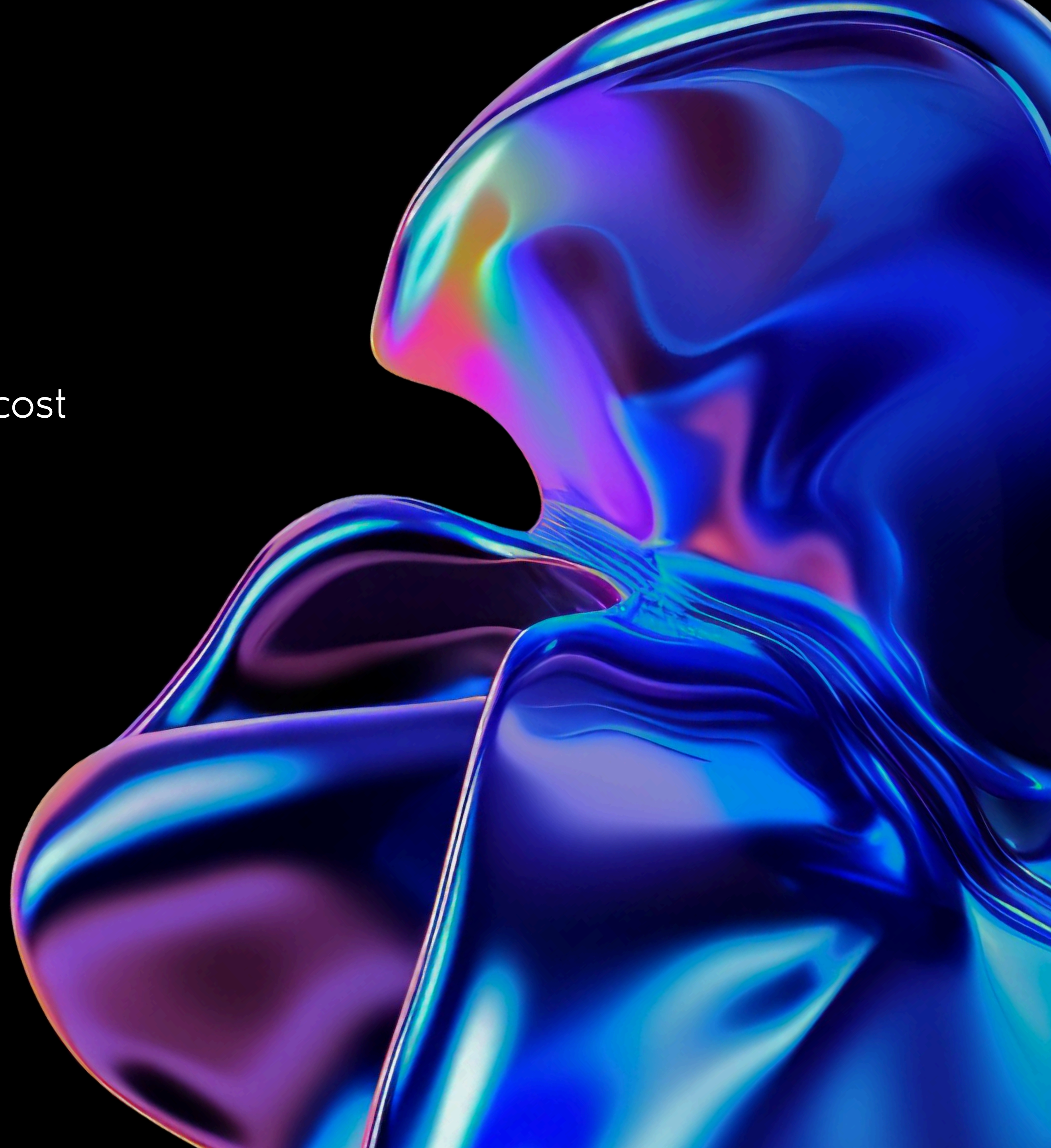
A complete, real-time picture of demand, competitors and emerging opportunities



# Life cycle costing

Prozorro has already implemented the life-cycle cost based evaluation of the bidders' proposals

228 procurements have been announced using LCC to evaluate bids.



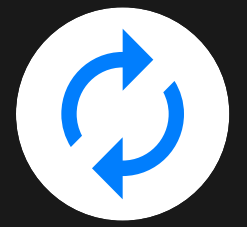
The background features a dynamic, abstract composition of flowing, liquid-like shapes in various shades of blue and purple. The forms are glossy and reflective, creating a sense of movement and depth. The colors transition from deep blues to vibrant purples, with bright highlights that suggest light reflecting off a smooth surface. The overall effect is futuristic and energetic.

**COMING  
SOON**

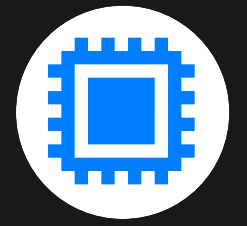
# Trends



European integration



Ukraine's rebuilding



Digitalization



Capacity Building

# Focus on **effective** procurement



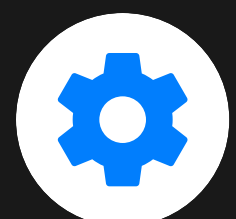
**E-contract**



**E-tendering**



**Non-price criteria**



**Simplification**

to increase efficiency and accessibility

# New **European instruments** in the upcoming Bill 11520

→ Dynamic Procurement Systems (DPS)

→ Joint Procurement

→ Project Contest

→ Mixed Procurement Subject

→ Innovation Partnerships

→ Multiple Proposal Variants submission

# TED integration

## Building a digital bridge between Ukraine's and the EU's procurements

We are setting a **unique** precedent: Ukraine is not yet a member of the EU, but Prozorro is already actively working toward a **technical connection with TED**.

We are working to obtain eSender status – that of a certified data provider.

This will allow us to **integrate our systems technically**: an announcement created in Prozorro will automatically appear in the EU's Official Journal in compliance with all European standards.



# SUMMARY

01

Transparent procurement is essential for protecting public and donor funds.

02

Prozorro combines transparency, competition, and digital tools to improve procurement outcomes.

03

Ukraine is open to sharing its experience and supporting international cooperation in public procurement.

04

Strong international partnerships remain key to sustaining transparency and trust.



**THANK YOU  
FOR YOUR  
ATTENTION**

**Iaroslav Liubchenko**

**[i.liubchenko@prozorro.ua](mailto:i.liubchenko@prozorro.ua)**

