



NAKO
TI UKRAINE • TI-DS



2024 ANNUAL REPORT

**Independent Anti-Corruption
Commission (NAKO)**

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ABOUT US

The Independent Anti-Corruption Commission (NAKO) is a non-governmental organization (NGO) that counters corruption and promotes good governance in the security and defence sector. NAKO's mission is to reduce corruption risks through high-quality research, effective advocacy, and public awareness. Ultimately, our goal is to strengthen Ukraine's resilience in times of war.

NAKO analyzes corruption risks and other challenges to integrity in Ukraine's national security governance and provides recommendations to state institutions. We promote greater transparency and accountability of public bodies and accelerate reforms in the national security sector. NAKO also exercises public oversight of anti-corruption transformations in Ukraine's defence and security structures.

NAKO was established in 2016 as the Independent Defence Anti-Corruption Committee under the Defence and Security Programme of Transparency International UK and Transparency International Ukraine. In 2019, NAKO became an independent NGO. Today, it maintains a strategic partnership with the Transparency movement.

Following Russia's full-scale invasion of Ukraine, NAKO joined collective efforts to weaken the Russian war machine. Our focus has been on sanctions against Russia's defence industry and critical components used in the production of Russian military equipment.

Leveraging its unique expertise in the security and defence sector, NAKO investigates foreign components found in Russian weapons and platforms, advocating for policy changes aimed at undermining Russia's military capacity.

NAKO provides recommendations to Ukraine and its Western partners, including the European Commission, on sanctioning Russian companies involved in the defence-industrial complex and whose products are used in the war against Ukraine.

Since 2023, NAKO has been actively engaged in the Public Anti-Corruption Council (PAC) under the Ministry of Defence of Ukraine (MoD), a consultative body overseeing the work of the Defence Procurement Agency (DPA) and the State Logistics Operator (SLO), two institutions responsible for supplying Ukraine's Armed Forces with weapons, uniforms, and food. NAKO's Executive Director Olena Tregub and experts Tetiana Nikolayenko and Anastasiia Shuba are members of the council.

In the context of Russia's full-scale war, NAKO also actively engages in international advocacy for Ukraine. Our efforts include securing financial aid for Kyiv, countering Russian disinformation narratives about corruption in Ukraine, and advocating for stronger sanctions and additional measures to weaken the Russian regime.

OLENA TREGUB, EXECUTIVE DIRECTOR OF NAKO

2024 was not only the third year of Russia's full-scale war against Ukraine, it was also a year of transformation for Ukraine's defence sector. Despite the immense challenges of war—or in many cases, because of them—Ukraine made significant progress in strengthening its defence capabilities, transparency, and governance effectiveness. The country began to produce its own weapons and continued reforming the defence sector to make more efficient use of available resources for national defence.

As of January 1, 2024, the DPA officially took over responsibility for procuring weapons and military equipment for the Armed Forces of Ukraine. This led to a dramatic [reduction in the role of intermediaries](#) in defence procurement, from 82% in 2023 down to just 12% in 2024, resulting in lower costs for key types of ammunition.

In 2024, the (MoD) [allocated a record amount](#) of funding, approximately UAH 680 billion, for the needs of the Armed Forces. Around UAH 300 billion was directed to Ukrainian manufacturers through new procurement mechanisms in cooperation with international partners. The year also saw the launch of the so-called “Danish model”, direct government-to-industry support from foreign governments to Ukrainian defence enterprises, and the formation of international coalitions providing targeted support to Ukraine, such as the Drone Coalition.



However, alongside these achievements, 2024 also exposed persistent problems within the MoD. These included non-transparent dismissals and appointments, as well as the controversial merger of two procurement agencies (SLO and DPA) into one. [Internal audits](#) revealed over UAH 1.8 billion in resource losses, an indicator of the need for strengthened financial oversight.

Civil society's oversight role did not shrink in 2024; on the contrary, it grew. One notable issue was the abolition of the so-called “catalog” system, a list of 409 food items that suppliers contracted by the SLO were supposed to deliver to military units. In practice, these items often never arrived, and the catalog-based procurement system became a fertile ground for multimillion-dollar fraud schemes.

In 2024, NAKO, together with civil society

partners, closely monitored and analyzed reforms in the defence sector, working to enhance transparency and effectiveness. Our representatives on the MoD's PAC reviewed procurement practices and maintained a regular dialogue with the ministry. We produced analytical reports, participated in working groups, presented policy recommendations, and exposed critical issues in the media. Through our Defence Talks events, NAKO brought together state officials, civil society

actors, and diplomats to openly discuss the successes and shortcomings of Ukraine's security and defence sector.

This war has presented unprecedented challenges, not only for Ukraine and its civil society but for the world. It has become crucial for those who defend freedom, human rights, and democratic values to unite. NAKO has emerged as a voice for those shared ideals on the global stage.

ANDREW BAIN, PRESIDENT OF ATLANTIC GROUP AND MEMBER OF THE NAKO BOARD

2024 demonstrated that Ukraine's fight for freedom is not only being waged on the battlefield, it is also a strategic struggle for global security. During this critical time, the Independent Anti-Corruption Commission has not only served as a watchdog for transparency, but also as a think tank that shapes the decisions of Ukraine's allies.

One of our key priorities in 2024 was researching and exposing the cooperation between the so-called "axis of evil": Russia, Iran, and North Korea. We firmly believe that only a deep understanding of the mechanisms behind this cooperation will enable the international community to respond effectively to the threats it poses to peace and stability.

NAKO continued investigations into foreign components found in the weapons of these regimes, particularly in Shahed drones, Kh-101 cruise missiles, North Korean ballistic missiles, and Russian guided air bombs. Our researchers analyzed thousands of parts recovered after attacks on Ukrainian cities and shared the data with governments and experts in the European Union (EU), the United States, and other partner countries.



As a result of our analytical work and systematic advocacy, 29 individuals and entities linked to the Russian military-industrial complex were added to the sanctions lists of the EU, the United Kingdom, and the United States.

This report is proof that focused, independent, and professional civil society work can not only expose critical problems, but also help shape effective responses to them.

NAKO'S STRATEGIC GOALS AND RESULTS



GOAL 1:

BETTER DEFENCE GOVERNANCE

Public Anti-Corruption Council under the Ministry of Defence of Ukraine



Press conference marking the first year of the PAC's work, Kyiv, April 24, 2024

In 2023-2024, spurred in part by the “[eggs for 17 hryvnias](#)” procurement scandal, the MoD initiated a new procurement architecture aimed at reducing corruption risks and aligning defence procurement practices with Euro-Atlantic standards. As a result, the Min-

istry created two dedicated agencies: the Defence Procurement Agency (DPA), responsible for arms procurement, and the State Logistics Operator (SLO), which manages non-lethal procurement (such as food and clothing). Both institutions were shaped in part by NAKO's

recommendations and have already saved billions of hryvnias from the state budget.

Throughout 2024, both agencies were subject to oversight by the MoD's Public Anti-Corruption Council (PAC), even though the re-election of its members was delayed by several months. The PAC reviewed contracts by DPA and SLO, held meetings with agency leadership and the MoD, and provided proposals for improving their operations.

The MoD established the PAC in April 2023 as part of a broader public oversight mechanism. It consists of volunteers, journalists, and civil society representatives who, on a pro bono basis, monitor MoD operations: procurement, appointments, and corruption risks. One of the council's key objectives is to ensure transparency in public spending, thereby fostering greater public trust in state institutions.

The PAC's key achievements include:

- Advocating for the transition of non-lethal

procurement to the Prozorro electronic system, saving the state UAH 8 billion in just the second half of 2023

- Accelerating the launch of the DPA
- Promoting the establishment of supervisory boards for both the SLO and DPA

NAKO provided extensive institutional support to this independent council, which receives no government funding or resources. The PAC has become a powerful instrument for civil society participation in ensuring transparency, quality control, oversight of efficiency, and corruption risk mitigation, especially amid ongoing combat operations and the defence of Ukraine against Russian aggression.

NAKO also offered limited legal, administrative, and communications assistance to the PAC. It helped analyze draft legislation and anti-corruption documents, supporting the council in forming well-grounded policy positions.



The PAC contributed to the analysis of corruption risks in centralized logistics procurement for the Armed Forces of Ukraine and submitted analytical findings based on the its work, Kyiv, May 20, 2024

PAC members conducted field visits to military bases to verify the quality of supplies delivered to troops. They regularly reported their findings to the MoD and provided concrete recommendations for improvement.

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Throughout 2024, PAC members actively engaged with various divisions of the MoD, meeting regularly with the Minister and his

deputies. They were also [vocal in the media](#), raising public awareness about corruption risks, particularly in the area of non-competitive procurement.

The PAC communicated effectively with the citizens who elected it, encouraging public involvement in fighting corruption in the defence sector. Initially established with a one-year mandate, the PAC's demonstrable impact as a unique mechanism of public oversight led the Ukrainian government to extend its mandate for an additional two years to ensure its institutional continuity.

Monitoring Corruption Risks in the Security and Defence Sector

NAKO continued to monitor corruption risks, especially in non-lethal defence procurement. Over the year, we analyzed more than 200 tenders, most of them conducted through the Prozorro system, which in general ensures transparency. However, even in open procedures, we identified several risks:

- Informal consultations with potential suppliers prior to tenders, suggesting possible collusion
- Delayed deliveries by certain companies, with no penalties applied
- Direct contracts awarded to a company linked to a member of parliament's family, raising concerns about transparency under pressure
- Evidence of manipulation in body armor procurement, where tenders were artificially canceled and contracts signed with shell companies incapable of delivering quality goods

To verify the real state of supply, NAKO

conducted site visits to military bases, including front-line positions. These revealed low-quality food and frequent delays in deliveries. Our findings prompted internal audits and discussions with logistics command leadership.

Investigative Journalism and Public Accountability

A key aspect of NAKO's work in 2024 was conducting five investigative journalism reports exposing corruption risks in the supply of food, gear, and services for the MoD. These reports gained significant public attention and helped apply pressure that led to tangible outcomes, such as changes in how the MoD terminates contracts with unscrupulous suppliers.

Pushing for Systemic Change

In parallel with our research and communications efforts, NAKO also worked on promoting systemic improvements, particularly in technical specifications for clothing and equipment procurement. Our experts actively contribut-

ed to the reform of technical requirements for supplying military apparel and participated in meetings of the MoD's Collegial Body. These

efforts enhanced procurement oversight and improved standards for the Armed Forces.



NAKO representative Tetiana Nikolaenko took part in the work of the Collegial Body on the Development of Material Support for the Armed Forces of Ukraine, held in Kyiv in December 2024.

The influence of certain individuals on decision-making within the procurement system remains a serious challenge. However, some MoD departments have shown interest in

implementing recommendations, which gives grounds for continued cooperation and hope for deeper reforms.

Nomination Committees

As part of its ongoing analysis of the security and defence sector in 2024, NAKO continued monitoring the activities of the JSC Ukrainian Defence Industry (formerly Ukroboronprom), which is subordinated to the Ministry of Strategic Industries. This state-owned holding includes over 100 enterprises involved in various branches of defence production. Since 2016, NAKO has been systematically studying and monitoring the operations of Ukroboronprom, particularly regarding transparency,

corporate governance, and sector reform.

Since 2019, NAKO [has served](#) as an observer in the selection processes for directors of several enterprises within the former Ukroboronprom structure. These public selection processes, which involved civil society observers, were designed to shed light on the management's key personnel decisions. They allowed external stakeholders, including representatives of partner country embassies and civil

society, to witness the selection process first-hand and raise questions or concerns directly with candidates or company leadership.

Following the full-scale invasion, these competitive procedures were paused temporarily but resumed in the fall of 2023. NAKO experts systematically reviewed each candidate, relying on open-source information such as public

registries, media reports, and other resources. NAKO uses three main criteria to assess candidates: presence of criminal cases, corruption-related offenses, and potential political affiliations. Risk levels are categorized as low, medium, or high. In 2024, NAKO participated in 10 selection processes and reviewed a total of 66 candidates.

NAKO's work in nomination committees

Evaluating candidates and ensuring transparency



10 committees
in 2024



66 candidates
considered

THREE MAIN EVALUATION CRITERIA



Criminal cases

Checking for criminal proceedings



Corruption offenses

Analysis of corruption risks and offenses



Political connections

Assessment of potential political risks

Public participation in this process has always been advisory in nature. We reviewed candidates, posed follow-up questions regarding their integrity and potential corruption risks, and ultimately expressed our positions on whether to support or oppose specific nominations. However, these conclusions were not always taken into account.

One telling example is the case of Oleksii Popov, who was appointed director of the state-owned enterprise Plant 410 Civil Aviation in early 2020 and dismissed just six days later following a [public scandal](#). Civil society representatives had flagged concerns about his candidacy during the selection process, but the holding ignored those warnings at the time.



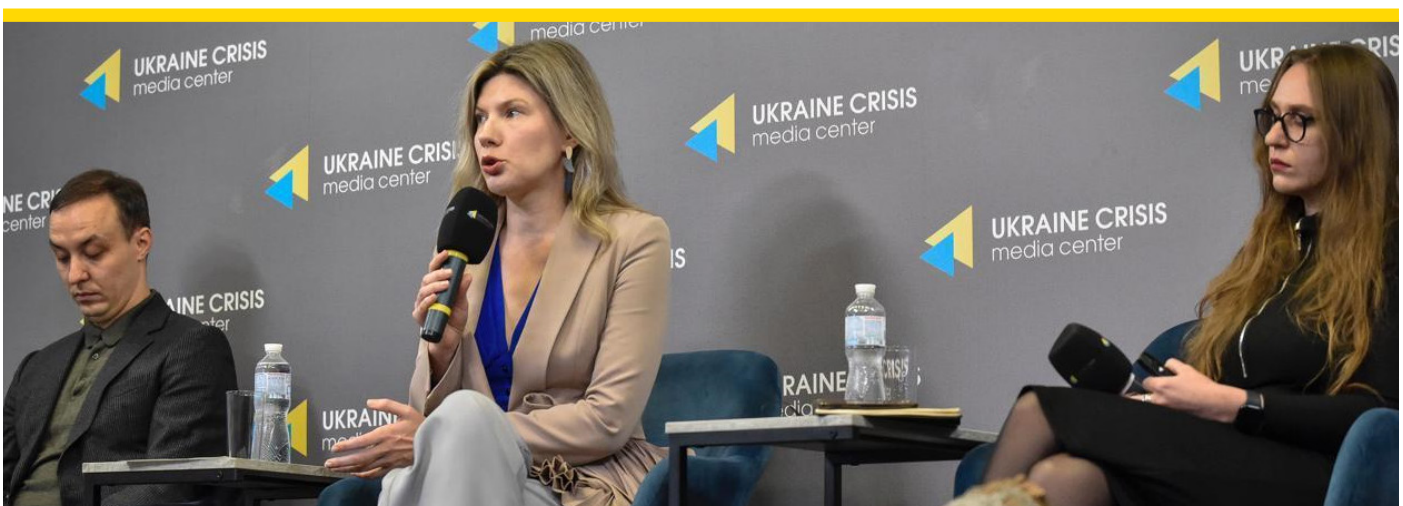
GOAL 2: ADVANCING SANCTIONS AGAINST THE RUSSIAN DEFENCE INDUSTRY TO UNDERMINE THE AGGRESSOR'S MILITARY POTENTIAL



Presentation of analytical research on foreign components found in the North Korean KN-23/24 missile, Kyiv, October 17, 2024

Despite sanctions imposed by the EU and the U.S., Russia continues to acquire critical Western technologies through grey import schemes. Third countries, especially China, play a significant role in enabling these flows. Analyzing the supply routes and developing recommendations to strengthen sanctions policy are essential for enhancing global security.

Western high-tech components still reach Russia, Iran, and North Korea, enabling mass missile attacks against Ukraine's civilian population. Even after three years of full-scale war and multiple rounds of sanctions, loopholes in enforcement allow Russia to bypass restrictions using complex grey networks.



The Russian military-industrial complex remains heavily dependent on imported technologies. This makes supply chain tracking and sanction policy monitoring critical. Civil society plays a vital role in documenting component transfers that could be used in war crimes and advocating internationally to close gaps in sanctions regimes. These efforts reduce Russia's access to foreign components for weapons manufacturing, directly weakening its ability to wage war and commit crimes against humanity.

After the start of Russia's full-scale invasion, NAKO prioritized exposing sanctions evasion

schemes and advocating for additional restrictive measures.

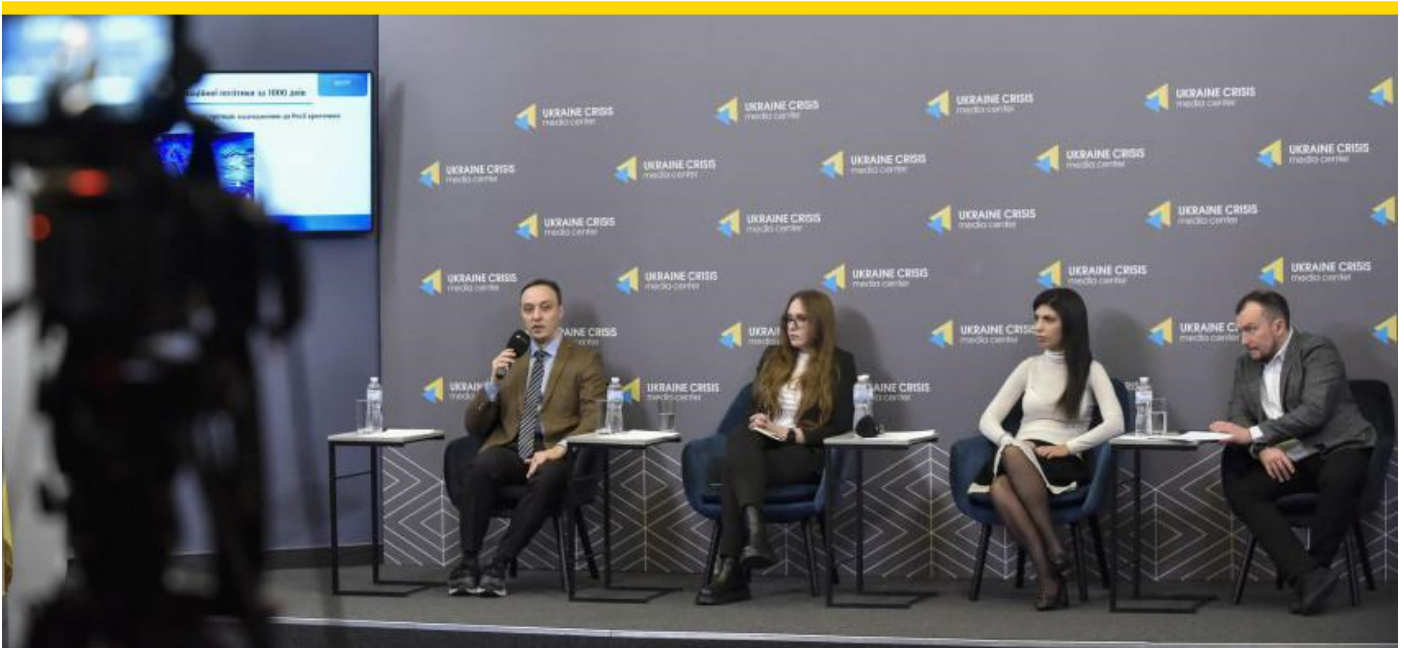
To strengthen sanctions against Russia, Ukrainian civil society established the Civil Society Sanctions Council, an independent platform co-founded and actively supported by NAKO. The council includes 13 civil society organizations focused on increasing sanctions pressure on Russia. NAKO organizes both online and in-person meetings for council members to collaborate and develop effective policy recommendations. The council works closely with the Sanctions Commissioner for the President, Vladyslav Vlasiuk.



Inaugural meeting of the Civil Society Sanctions Council, Kyiv, August 22, 2024

The council's work has led to substantial progress in aligning the efforts of the Ukrainian government and civil society on the international stage. Notably, council members held meetings with the President of Ukraine to discuss the next steps in sanctions policy. This high-quality coordination has allowed Ukraine to strategically and effectively advocate for stronger sanctions against Russia and its allies.

In autumn 2024, NAKO, together with 13 other council members, presented the analytical report “[Assessing 1,000 Days of Restrictions: Recommendations for Sanctions Policy Against Russia](#).” The document provides a thorough review of existing sanctions pressure and offers concrete proposals for further strengthening it.



Presentation of the council's analytical report, Kyiv, November 19, 2024

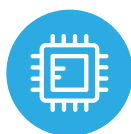
Beyond its work within the council, NAKO continued conducting independent research into the presence of Western-made components in Russian, Iranian, and North Korean

weapons. Throughout 2024, we published several thematic studies.

1. Study [Wings of War: Analysing the Western Parts in Russian Fighter Jets](#)



Study [Wings of War: Analysing the Western Parts in Russian Fighter Jets](#)



NAKO analyzed **more than 2,000 components** found in six aircraft used by the Russian Air Force: MiG-31I, Su-27SM3, Su-30SM, Su-34, Su-35S, and Su-57.

Using open-source information, experts also identified key manufacturing plants and several specific pieces of equipment used in the production of these aircraft. In addition, over 200 companies from around the world were identified as either currently of interest

or potentially of interest to Russia and its military-industrial complex.

2. Study DPRK-Produced KN-23/24 Missile NAKO's Analysis of its Foreign Components



Study DPRK-Produced KN-23/24 Missile NAKO's Analysis of its Foreign Components

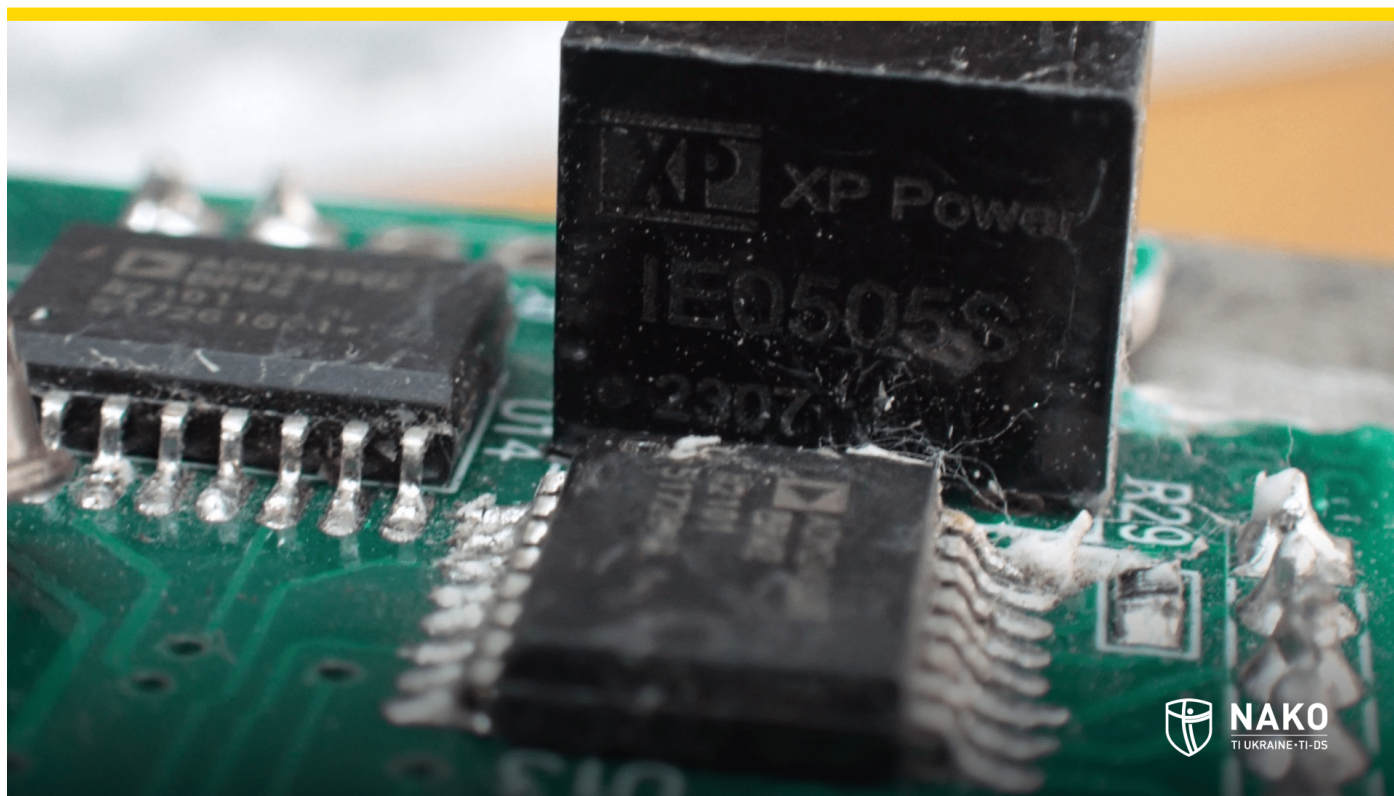


In 2024, NAKO presented an analytical report on **foreign components** found in the North Korean KN-23/24 missile, also known as the

“quasi-Iskander.” NAKO experts examined debris from a missile that was shot down over Poltava Oblast in September 2024.

The KN-23/24 was found to contain Western-made microelectronics produced between 2021 and 2023. Most of the components bore markings of American companies. In total,

the experts were able to identify manufacturers from four countries: the United States, the Netherlands, Switzerland, and the United Kingdom.



Pictured: Microelectronic component by UK-based XP Power found in a North Korean missile

The missile contained electrical transformers, diodes, transistors, photosensitive semiconductor devices, and, most critically, programmable integrated circuits. Every component analyzed falls under export control regulations introduced against Russia following its full-scale invasion of Ukraine. However, due to loopholes in sanctions regimes and cooperation with third countries, Pyongyang continues to obtain the necessary parts for its weapons production, and subsequently supplies this weaponry to Russia.

All of NAKO's analytical findings include a range of recommendations, such as further sanctions and embargoes, tighter export controls, mandatory due diligence by international component manufacturers, and enhanced diplomatic cooperation to trace the supply chains of Western-made parts.

NAKO also actively advocated for these recommendations in the EU and the U.S. Participating in international forums and clearly communicating our findings contributed to increased sanctions pressure on Russia. **NAKO's research has already served as the basis for sanctions decisions targeting 29 individuals and entities in the Russian military-industrial complex, adopted by the authorities of the EU, the United Kingdom, and the United States.**

NAKO Executive Director (NAKO) Olena Tregub took part in the filming of the [Polish documentary](#) "Dancing with the Russian Bear." She spoke about NAKO's work, particularly its research into Western components still found in Russian weapons despite international sanctions.



Her comments were made in the broader context of declining U.S. support for Ukraine and Europe's search for its own responses to growing security threats. The film also raises important questions: what lessons can the

West learn from the experience of Central Europe, and what role can Poland and other post-communist countries play in restoring peace and stability on the continent?



In an interview for a documentary by Swiss broadcaster SRF 1, NAKO Senior Research Associate Svitlana Musiaka discussed Swit-

zerland's production of microelectronics and industrial machinery used by the Russian military-industrial complex.

INTERNATIONAL ADVOCACY AND COMMUNICATION DURING RUSSIA'S FULL-SCALE WAR AGAINST UKRAINE

Throughout the year, NAKO Executive Director Olena Tregub carried out a total of 12 advocacy visits to the United States, Germany, France, South Korea, the Netherlands, Belgium, and other countries. During these trips, she participated in over 30 major events, including

summits, conferences, and more than 30 high-level bilateral and multilateral meetings at the political and diplomatic levels. The organization conducted advocacy missions across four continents.

NAKO advocacy trips



12

advocacy visits
during the year

30+



key events

30+



bilateral and
multilateral meetings

4



continents covered

Countries visited



USA



Germany



France



South Korea



Netherlands



Belgium

Throughout the year, NAKO organized and co-organized a series of advocacy and communication events abroad. During these engagements, the organization's experts worked actively to dispel persistent myths about alleged critical corruption in Ukraine and called on international partners to accelerate assistance to the country. They also presented NAKO's research on the presence of Western-made components in Russian weaponry.

As a result of advocacy missions to the United States, the United Kingdom, South Korea, Germany, and Belgium, pro-Ukrainian communication materials were published in national media outlets of these countries and featured on the platforms of leading think

tanks. NAKO systematically coordinated its efforts with Ukraine's diplomatic missions abroad, including the Embassies of Ukraine in the U.S., France, South Korea, the Netherlands, and Belgium.

The organization also maintained close cooperation with the Government of Ukraine, including the Office of the President, the Ministry for Strategic Industries, the MoD, and the Office of the Deputy Prime Minister for European and Euro-Atlantic Integration, Olha Stefanishyna. Thanks to this joint work, we succeeded in raising international awareness about reforms in Ukraine's defence sector and the country's aspirations for NATO integration.



Olena Tregub's Speech at the Munich Security Conference

In February 2024, during the annual Munich Security Conference, Olena Tregub [spoke on a panel dedicated](#) to the role of young leaders in shaping Europe's future. Other panelists included Iceland's Minister of Finance and Economic Affairs Þórdís Kolbrún Gylfadóttir, Bundestag member and Committee

on Economic Cooperation and Development representative Deborah Düring, and Dr. Fonteh Akum, Executive Director of the Institute for Security Studies.

The Munich Security Conference has long been the world's premier international forum for debate on security policy. Russia's war against Ukraine remained a key focus of the 2024 edition.



Olena Tregub's Advocacy Meetings

1. France, Paris

In March 2024, NAKO Executive Director Olena Tregub [held a series of advocacy meetings](#) in Paris, Brussels, and London. She met with representatives of the General Secretariat for National Defence and Security under the Prime Minister, including the unit responsible for France's national counter-drone defense,

as well as officials from the French Ministry of Finance.

Tregub participated in the Paris Defense and Strategy Forum, an international event dedicated to addressing key issues in defense and strategic security. The forum brings together senior government officials, military leaders, experts, and civil society representatives to exchange views, analyze global security trends, and develop strategies for safeguarding peace and stability.



2. Belgium, Brussels

In Brussels, Olena Tregub [spoke at a roundtable](#) organized by the Institute for Strategic Research (IRSEM). She presented the results of anti-corruption reforms in Ukraine's defense sector and highlighted the crucial role of civil society in advancing these reforms, countering Russian disinformation, and encouraging European countries to increase their support for Ukraine and protect European citizens from potential Russian aggression.



The discussion included participants from the European Parliament, the European Commission, and representatives of the defence industries in various European countries.

3. United Kingdom, London



In London, Olena Tregub [spoke at the Ukrainian Forum](#) organized by Chatham House. In conversations with representatives of British think tanks and journalists, she discussed anti-corruption efforts during wartime and Ukraine's recent achievements, including establishing the MoD's Public Anti-Corruption Council and reforming the state defence holding, Ukroboronprom.

4. South Korea, Seoul

In May 2024, Olena Tregub and colleagues Viktoriia Voitsitska, Daria Kaleniuk, and Andrii Ordynovych visited Seoul. Over the course of the week, the delegation met with South Korean politicians, diplomats, and experts, and [gave interviews to leading TV channels](#) and media outlets on the current situation in Ukraine.



During the visit, the delegation spoke about two years of Russia's full-scale war against Ukraine, the country's urgent frontline needs, the destruction of critical infrastructure by Russian forces, and the protection of Ukraine's airspace. They also addressed humanitarian issues, including visa waivers for Ukrainians and educational programs for Ukrainian students.

NAKO Representative Meets with U.S. Secretary of State Antony Blinken

During his visit to Kyiv in September 2024, U.S. Secretary of State Antony Blinken [met with representatives of independent media and civil society](#), including NAKO's Senior Research Associate Svitlana Musiaka, journalist Yurii Butusov, and the Head of the Anti-Corruption Action Center, Vitalii Shabunin.



This was Svitlana Musiaka's second meeting with Secretary Blinken. The discussion focused on reform efforts essential for Ukraine's development and further European integration.

NAKO Representative Participates in the Warsaw Security Forum

On October 1-2, 2024, NAKO Executive Director Olena Tregub [attended](#) the Warsaw Security Forum, an annual event held with NATO support that gathers 1,500 delegates from 70 countries. For the third consecutive year, the forum focused extensively on security and the war in Ukraine.

During the forum, Olena Tregub also held a series of advocacy meetings, including with representatives of the U.S. Senate Helsinki Commission, most notably Senior Policy Advisor Paul Massaro, and with officials from the U.S. Department of State, General Ben Hodges, and Michael Carpenter, Senior Director for Europe at the U.S. National Security Council.



Olena Tregub Participates in the 12th Global Assembly of the World Movement for Democracy

In November, Olena Tregub [visited](#) the Republic of South Africa on an advocacy mission. During the trip, she took part in the 12th Global Assembly of the World Movement for Democracy, held in Johannesburg on November 20-22.

The Assembly is organized every two years by the U.S.-based National Endowment for Democracy, which supports civil society and



democratic development worldwide. This year's gathering brought together around 600 participants from over 100 countries.

The Ukrainian delegation included 10 civil society and media leaders. Olena Tregub represented Ukraine's anti-corruption organizations at the assembly.

Defence Talks Events

Throughout the year, NAKO organized two Defence Talks events. Defence Talks are dialogue platforms that bring together representatives of the Ukrainian government, senior officials, civil society actors, diplomats, and media to discuss key trends and challenges in the field of security and defence. These events have consistently received positive feedback from

partner country embassies and the MoD, underscoring their significance for fostering international dialogue and strengthening co-operation in the defence and security sectors.

Defence Talks: Reforming the Defence Sector

On September 23, 2024, NAKO hosted a [Defence Talks event](#) focused on the transformation of JSC Ukrainian Defence Industry. Participants emphasized the importance of transparency and clarity in the company's operations, both for potential partners and for the general public. The discussion also covered the introduction of new digital solutions in the Armed Forces, the DPA's achievements and future plans, and the work of the MoD's PAC.



Speakers included:

- **Kateryna Chernogorenko**, Deputy Minister of Defence for Digital Development, Digital Transformation, and Digitalization
- **Maryna Bezrukova**, Head of the Defence Procurement Agency
- **Sevgil Musaieva**, Editor-in-Chief of *Ukrainska Pravda* and NAKO Board Member
- **Olena Kovalova**, Director of Compliance and Risk Management at JSC Ukrainian Defence Industry

Defence Talks: Current State of the Defence Industry and Support from International Partners

On November 29, 2024, NAKO hosted a [Defence Talks](#) event in Kyiv, where participants discussed the current state of Ukraine's defence industry and its future development pathways. The conversation also focused on the potential for attracting funding and support from international partners.



Speakers included:

- **Anna Hvozdiar**, Deputy Minister of Strategic Industries of Ukraine
- **Oleksandr Plachynta**, Senior Officer of the Procurement Policy Department, Ministry of Defence of Ukraine
- **Anders Jermstad**, Lieutenant Colonel, Deputy Military Attaché at the Embassy of Norway in Ukraine
- **Olena Tregub**, Executive Director of NAKO
- **Anastasiia Shuba**, Deputy Chair of the Public Anti-Corruption Council under the Ministry of Defence of Ukraine
- **Yuliia Marushevskaya**, Head of the Change Support Office at the Ministry of Defence, moderated the event.

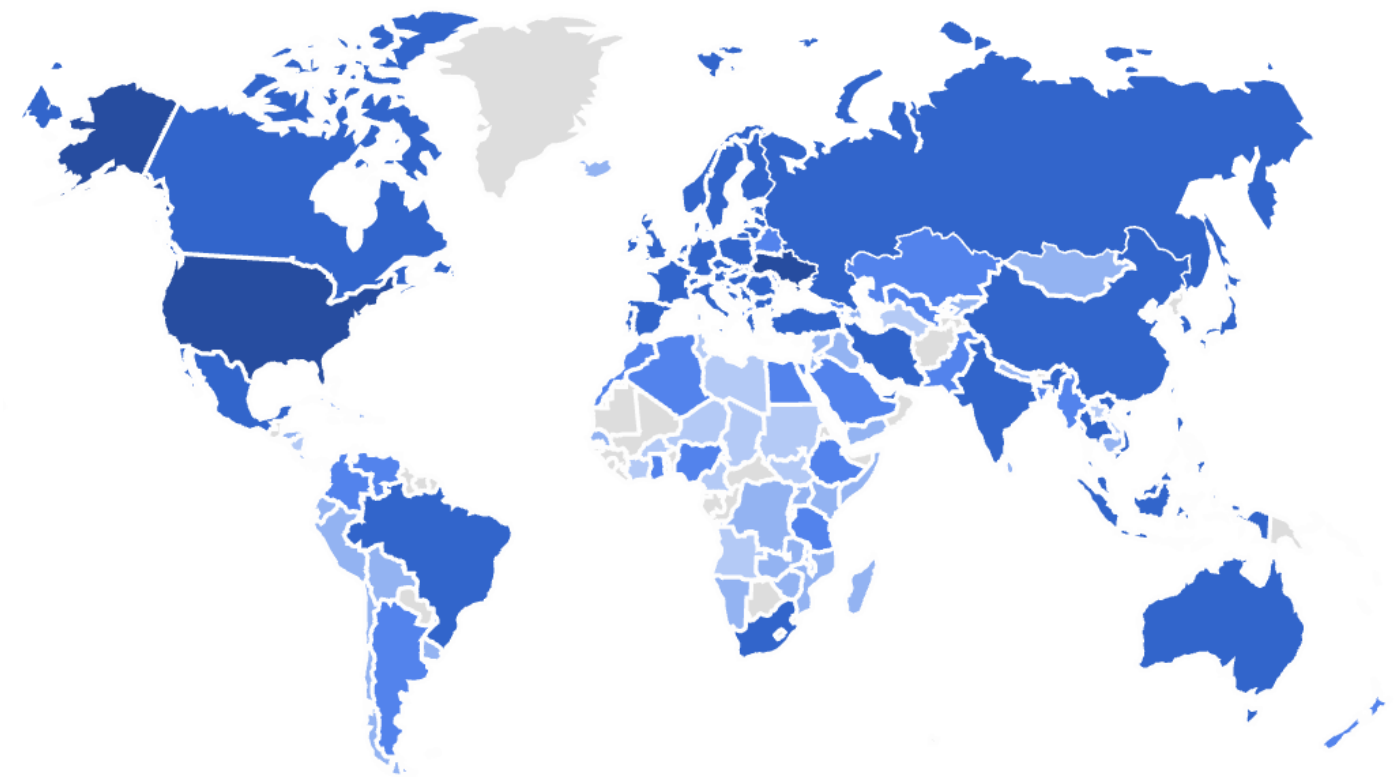
These Defence Talks were highly praised by both international stakeholders and Ukrainian government institutions. Following one of the events, NAKO received an invitation from the Embassy of the Netherlands to organize its own panel at a high-level conference in The Hague dedicated to anti-Russian sanctions.

NAKO IN THE MEDIA



In 2024, NAKO's website attracted over

19,000 visitors from **145** countries.



The organization's high-quality analytics consistently drew the attention of international media, as evidenced by numerous publications in outlets such as CNN, BBC, Bloomberg, The Telegraph, Foreign Policy, and other leading global platforms. For instance, following the release of the report "[Wings of War:](#)

[Analysing the Western Parts in Russian Fighter Jets](#)," coverage of Western components in Russian aircraft reached over 10 million readers worldwide. Similarly, [NAKO's investigation](#) into foreign parts found in a North Korean missile captured the attention of leading media in Japan and South Korea.

Highlights from 2024 include:



220+ mentions of NAKO in Ukrainian and international media



40 interviews given to major international and domestic TV channels, radio, and news outlets, including CNN, Bloomberg, France 24, ICTV, Suspilne, and Ukrainian Radio



33 op-eds published by NAKO team members in Ukrainian and international media, including LIGA.NET, Ukrainska Pravda, Atlantic Council, and United 24



A series of investigative reports based on NAKO's research, including:

- [Coverage](#) of the Russian military-industrial complex in Radio Svoboda's Schemes project
- [An investigation](#) into Finnish-made parts in Russian Su-57 fighter jets by Helsingin Sanomat
- [A BBC report](#) on Russia's procurement of British military equipment

NAKO's media presence has become a powerful tool in raising awareness and driving accountability in Ukraine and beyond.



January 2024

[BBC comment](#) by NAKO Executive Director Olena Tregub on how Russia purchases Western components for its weapons through networks of intermediary firms in third countries.



January 2024

Op-ed for [Ekonomichna Pravda](#) by NAKO Senior Researcher Viktoriia Vyshnivska about the selection process for directors of Ukroboronprom enterprises. She participated directly in the commission's work.



February 2024

Interview in [TIME magazine](#) by NAKO Executive Director Olena Tregub with U.S. journalist Simon Shuster about the recovery of Ukraine's defence industry.

**March
2024**

Participation in a debate on [France 24](#) by NAKO Executive Director Olena Tregub.

**April
2024**

Interview with [The Wall Street Journal](#) in which Olena Tregub discussed Ukraine's efforts to fight corruption in the defence sector.

**April
2024**

Joint investigation by NAKO and [Schemes \(Radio Svoboda\)](#) on Western components in Russian fighter jets.

**April
2024**

Op-ed by Olena Tregub for [Ukrainska Pravda](#), dedicated to the first year of the Public Anti-Corruption Council under the Ministry of Defence.

**May
2024**

Article by [The Daily Beast](#) based on NAKO's report on foreign components in Russian aircraft.

**May
2024**

A series of interviews with Olena Tregub during an advocacy visit to South Korea alongside Daria Kaleniuk from the Anti-Corruption Action Center. Coverage included the [public broadcaster KBS](#) and focused on North Korean weapons exports to Russia and their implications for Ukraine.

**June
2024**

Presentation of a NAKO report on Western components in Russian fighter jets, covered by more than 20 media outlets, including [Ukrainian Radio](#), [TSN](#), [Podrobnosti](#), [ICTV](#), [Voice of America](#), [Radio NV](#), and [Ukrinform](#).

**June
2024**

Op-ed for [Hromadske](#) by NAKO member Anastasiia Shuba on France's planned security assistance to Ukraine.

**July
2024**

Comment by Senior Research Associate Svitlana Musiaka to [The Kyiv Independent](#) on reforming the Defence Procurement Agency.

**July
2024**

Op-ed by Olena Tregub on [Liga.net](#) about procurement reforms at the Ministry of Defence.

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- August 2024** Op-ed for [The Kyiv Independent](#) by Olena Tregub on Western components found in the missile that struck Okhmatdyt Children's Hospital.
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- August 2024** Op-ed for [Atlantic Council](#) by Olena Tregub on the case for providing Ukraine with F-16 fighter jets.
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- August 2024** Interview with [Latvian Radio](#) featuring Olena Tregub and Viktoriia Vyshnivska on how Western microelectronics reached Russian arms manufacturers through the Baltic states, including Latvia, Lithuania, and Estonia. The piece was picked up by four additional outlets in the region.
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- September 2024** Op-ed for [Hromadske](#) by NAKO military analyst Oleksandr Saienko on Rustem Umerov's first year as Minister of Defence.
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- September 2024** Interview with [Radio NV](#) by Olena Tregub on reforms within the Ministry of Defence.
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- October 2024** Op-ed by NAKO Junior Analyst Marta Kharynovych for [Tyzhden](#) on Russian disinformation campaigns.
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- October 2024** [A series of interviews](#) by Olena Tregub on Western components in Russian weapons, including appearances on 1+1, Radio Svoboda, and Belsat.
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- October 2024** [Presentation of analysis](#) on Western components in a North Korean missile. As of now, over 60 Ukrainian and international outlets have covered the findings.
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- November 2024** [BBC investigation](#), produced with NAKO's support, on how British military equipment reached Russia via intermediary firms.
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- December 2024** Op-ed for [United 24](#) by Olena Tregub on the successes and gaps in the sanctions policies of Ukraine and its international partners.

FINANCIAL REPORT



231,715.00 UAH

Administrative expenses and office rent:



1,315,731.00 UAH

Project activities and advocacy



14,250,847.00 UAH

Salaries for staff and consultants



NAKO's Funding Sources in 2024



МІЖНАРОДНИЙ
ФОНД
ВІДРОДЖЕННЯ

3,656,860.00

UAH

International Renaissance Foundation



ЄДНАННЯ

4,569,767.00

UAH

ISAR Ednannia

prague
civil
society
centre

2,694,743.00

UAH

Prague Civil Society Centre



NATIONAL
ENDOWMENT
FOR
DEMOCRACY

SUPPORTING FREEDOM AROUND THE WORLD

4,876,923.00

UAH

National Endowment for Democracy (NED)

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ACRONYMS

DPA	Defence Procurement Agency
EU	European Union
IRSEM	Institute for Strategic Research
JSC	Joint-Stock Company
MoD	Ministry of Defence of Ukraine
NAKO	Independent Anti-Corruption Commission
NATO	North Atlantic Treaty Organization
NED	National Endowment for Democracy
NGO	Non-Governmental Organization
PAC	Public Anti-Corruption Council
SLO	State Logistics Operator
U.S.	United States of America



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INDEPENDENT ANTI-CORRUPTION COMMISSION (NAKO)

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