



Ukraine's Recovery Powered by the Business Ombudsman Council

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The Business Ombudsman Council is, formally, an advisory body under the Government of Ukraine, but in essence, it is an equidistant institution established by IFOs, BAs, and the GoU

On May 12, 2014, signed a Memorandum of Understanding for the Ukrainian Anti-Corruption Initiative Support

On November 26, 2014, Government Decree on the establishment of the Business Ombudsman Council

Supervisory Board



Evolution of the Business Ombudsman Council

From individual complaints to systemic change and Ukraine's recovery

2015 – 2022

- Building trust in the institution (12 MoUs signed)
- Resolving individual B2G complaints
- Identifying systemic problems and giving recommendations to the GoU

2022 - 2023

In the face of the unprecedented risks and security challenges posed by the full-scale invasion, the BOC has **restructured its operations and redirected its focus toward new strategic priorities:**

- Transboundary movement of goods between Ukraine and the EU
- Operational support and addressing business challenges through the #BOC helpline



2023 - now

Broadening activities towards **Ukraine's Recovery and EU integration:**

- Supporting private sector in Ukraine's recovery projects and overcoming the consequences of the war
- Promoting transparent rules for subcontractors and investors

Statistics for 2015-2025

9208

Cases closed

14196

Complaints received

21

Systemic reports
published (since 2015)

65%

Closed cases
successfully resolved

UAH 31,6 bn
(≈ €655 ml)

Total financial impact

Policy & Recovery
Of which UAH 2.229 bn
(≈ €45.7 ml)

71%

Small and medium-
sized businesses

85%

Ukrainian companies

3

Own-initiative
investigations

98%

Satisfied complainants

*as of November 2025

Recovery-related cases: Economic areas



Construction / 8 cases



Alternative Energy / 1 case



Logistics and Storage / 2 cases



Consulting (Engineering) / 1 case



Manufacturing / 1 case

UAH 3.844 bn total ($\approx$ €78.827 ml)

“value” of the case portfolio

BOC Perspective on Key Developments

Positive Developments:

- Companies are anticipating Ukraine's reconstruction, **with 60%+ ready to invest*** – including new market entrants
- Key sectors of interest include **construction, manufacturing, energy and mechanical engineering**
- **Reconstruction opens broad new opportunities** for business development

Remaining Challenges:

- **Global security and economic uncertainty**, including both external and internal turbulence
- **Barriers and risks** for business participation in **public procurement**
- **Continued pressure from enforcement bodies, including tax authorities** - such as ungrounded inspections and criminal proceedings - creating legal risks for businesses

* Based on BOC report "Ukraine at War: Business Environment Transformation and Investment Prospects"



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