

2025

# East Europe Foundation Annual Report



WE TRANSFORM UKRAINE INTO A COUNTRY THAT SERVES  
AND PROTECTS ITS PEOPLE

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Creating this report invites us to pause, reflect, and see where our journey has brought us. It challenges us to ask: Did we reach the milestones we set out for this year? It also reveals the foundation we have laid to move forward.

There is so much we could share, but we have chosen the most compelling highlights from each of the Foundation's activity clusters to give you a vivid and honest glimpse into our work. For those eager to dive deeper, our website's Media Center and social media channels feature selected stories, news, and updates from our daily work.

The Foundation stands on the brink of change in 2026. Since 2022, we have reshaped our operations, joining others in our sector as we adapt to new realities. Our humanitarian focus now includes supporting displaced people, creating shelters, spreading vital mine safety awareness, and building digital tools to tackle challenges unlike any we faced before the full-scale invasion.

Supporting Ukraine's dynamic civil society sector means embracing new ideas and practical solutions. As communities and businesses rebuild, each step forward brings us closer to the shared goal of European integration.

In 2026, we will take time to reflect on our strategy and mission, refining our priorities while staying true to our commitment to excellence. I see the Foundation continuing to grow as a vibrant, innovative, and ambitious community, always moving forward together.

We are deeply grateful to our Ukrainian and international partners. Your support and collaboration make our achievements possible. Every number, photo, and story in this report is a testament to what we accomplish together and the trust you place in us.

**I am grateful for the Foundation's team - people who grow together, adapt, and find new solutions even as the world changes around us. Together, we have met another year of challenges and rewards, moving forward side by side**

In 2025, we created a book dedicated to the Foundation. It is a tribute to the team that, since 2022, has revealed its finest qualities even when it felt like strength was running low. The report also highlights this book. I encourage you to read these stories. For me, this book celebrates the people of the Foundation, showing how far we can go when we move forward together.

**Victor Liakh,**

**President of East Europe Foundation**



# The EEF Board of Directors

East Europe Foundation has an independent Board of Directors (Board). The Board monitors all the aspects of the Foundation's activities, provides recommendations for the strategic, institutional, and program development of our organization, makes efforts to advocate crucial issues at the highest political level, and also raises funds.

In addition to the Board of Directors, we have an Advisory Board in the Foundation. The Advisory Board helps determine the strategic direction of the Foundation, helps strengthen its reputation, and also helps attract financial support and build partnerships.



**Victor Liakh**

President, East Europe Foundation



**Peter Dickinson**

Publisher of Business Ukraine magazine and editor of the Atlantic Council's Ukraine Alert service



**Oleksiy Haran**

Political analyst, Director of Research at the Ilko Kucheriv Democratic Initiatives Foundation



**Robert O'Donovan**

Vice President, Eurasia Foundation

## Advisory Council



**Timur Bondaryev**

Managing and Founding Partner, Arzinger



**Oleksandr Pochkun**

Managing Partner, Baker Tilly Ukraine





**Mattia Nelles**

CEO and Co-Founder of German-Ukrainian Bureau



**Horton Beebe-Center**

President Emeritus of Eurasia Foundation and Vice President for Strategic Development at the Kyiv School of Economics.



**Olesya Olenytska**

Board Member at Women Leaders For Ukraine, Strategic Communication and Government Relations Expert



**Melinda Haring**

Chairperson of the East Europe Foundation's Board, Chairperson of the Executive Committee of the Foundation's Board



**Nadia Vasylieva**

Deputy General Director for Digitization and Innovation at UkrOboronProm, the state-owned defence corporation, Treasurer of the EEF's Board



**Michael Bociurkiw**

Global affairs analyst, Chairperson of the Communications Committee on EEF's Board of Directors



**William B. Taylor**

Vice President, Strategic Stability and Security at the United States Institute for Peace (USIP), 6th US Ambassador to Ukraine (2006–2009, US Chargé d'Affaires ad interim to Ukraine (2019–2020)



**Anna Derevianko**

Executive Director, European Business Association



**Margarita Karpenko**

Managing Partner, Kinstellar



**Trond Moe**

Managing Director of NEFCO

# 18 years

fostering development in Ukraine

• **1 058**

grants for CSOs and businesses have been issued by the Foundation since its establishment

• **21**mln

користувачів електронними сервісами, підтримку яким надав Фонд

• **150+**

programs implemented

• **\$66**mln

invested by EEF in various development programs

• **1 033**

CSOs enhanced their organizational capacity within various programs of the Foundation

• **54**

online courses are available on the Zrozumilo! online educational platform

• **\$17**mln

granted by the Foundation to local CSOs

• **263 868**

people received humanitarian support

• **258**

innovative e-tools to ensure resilient and sustainable operation of local / regional / national governance



# Friday Letter:

## A book about people who never lose hope

This book, a joint effort by The Ukrainians Media and East Europe Foundation, brings together stories from our work between 2022 and 2025. Inside, you will find examples of what we have achieved, opportunities to reflect, and memories that show how far we have come together. These stories remind us of the progress we have made and the foundation we continue to build, even in challenging times.

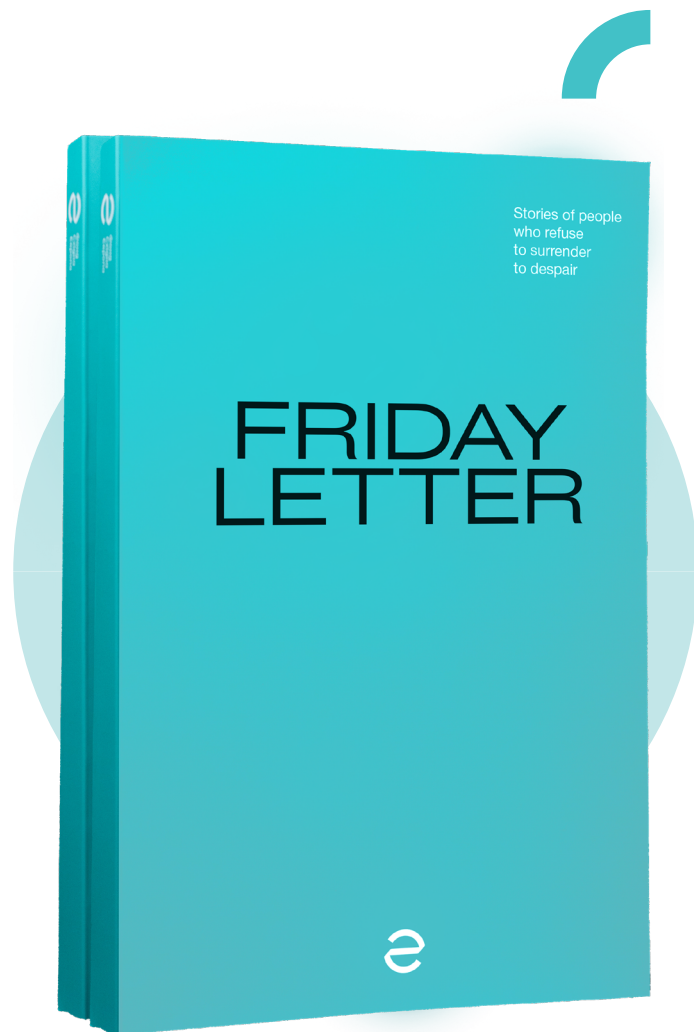
Why is it called the “Friday Letter”? This tradition started at the beginning of the COVID-19 pandemic, when Victor Liakh, the Foundation’s president, began sending weekly letters to the team every Friday. These messages shared news, program milestones, and important updates, helping everyone stay informed and connected.

Most importantly, these letters help us stay connected, support one another, and recognize the value of our shared mission and everyone who contributes to it. This book continues that tradition, reaching out to friends, partners, and the wider community.

Created by The Ukrainians Media and East Europe Foundation, this book gathers powerful stories from the Foundation’s journey between 2022 and 2025. Within its pages, you will find glimpses of achievements, moments for reflection, and memories that illuminate the road we have traveled together. It is a testament to what keeps us moving forward, even when the future feels uncertain.

Journalists from The Ukrainians Media interviewed 16 members of the Foundation’s team. The stories collected in this book highlight our work with communities, humanitarian initiatives, support for civil society, digitalization, and the people whose lives have changed thanks to our work. This publication is more than a report. It is a record of resilience, responsibility, and the courage to act in extraordinary circumstances.

We view this book as a new kind of Friday Letter, a heartfelt thank you to our team, partners, and everyone who stands with the Foundation in building Ukraine’s future. It offers us an opportunity to reflect on our shared progress and highlights the strength we gain through cooperation, trust, and mutual support.



# Celebrating Our Achievements: Awards and Honors in 2025

In 2025, East Europe Foundation reached new heights of recognition, both in Ukraine and internationally. Our team’s dedication and the impact of our programs were honored with awards, high rankings, and even record-setting achievements.



## Institutional Trust

→ East Europe Foundation [was included](#) in the national “Compass of Ukrainian Philanthropy” ranking. The Ukrainian Philanthropists Association awarded us 118 points, granting us the highest distinction: five stars of trust

→ Based on our 2024 results, the Foundation [was named among](#) the “TOP 100+ Public Transparent Charitable Organizations of Ukraine” in 2025





## Digital Tools for Impact



→ [Dii.Ai set a new standard](#) by becoming the world's first AI assistant to deliver public services across an entire country. This innovative achievement earned a place in the Guinness World Records for both "Firsts" and "Inventions." The project was made possible through the collaboration of the UK DIGIT project and our EGAP Program



→ The automated humanitarian aid registration system, developed in partnership with the Ministry of Social Policy of Ukraine as part of the EGAP Program, [earned a bronze](#) at the Payspace Magazine Awards in the "Charity of the Year" category



## The Infrastructure of the Future – Innovations in Education

→ With the support of the EGAP Program, we launched the “Mriia” digital educational ecosystem. This initiative [was honored](#) as the winner of the “Charitable Ukraine – 2024” competition in the “Philanthropy in Education and Science” category



→ Diia.Education [received a bronze](#) at the Learning Technologies Awards 2025 in the Best Use of Blended Learning – Public & Non-Profit Sector category. On the global stage, it did exceptionally well, winning gold at the QS Reimagine Education Awards 2025 for its outstanding contribution to lifelong learning



## Local Initiatives – A Significant Impact

→ [Diia.Center in Snivsk](#), established as part of the EGAP Program, [was recognized](#) for responsible management, winning Ukraine's UN Global Compact competition.



# Clusters of the Foundation's Program Activities

The Foundation's program portfolio is diversified both in terms of topics and funding sources. To ensure quality management, share best practices, scale up efforts, and implement programs most advantageously to beneficiaries, in 2023, we introduced clustering – grouping projects and programs into thematic areas.





- Digital Governance and Accountability Cluster
- Civil Society Development and Support Cluster
- Humanitarian Aid and Recovery Cluster
- State Institution Capacity and Private Sector Engagement
- Socio-Political and International Advocacy Cluster



# 01

## Digital Governance and Accountability Cluster



- The EGAP Program
- CDTO Campus
- Digital Transformation Support (Digit)
- Diia.Education with Google



**Olena Saienko,**  
Director of the Digital Governance and Accountability Programs:

*This year, we have witnessed another important step forward in building a government that is easier for people to understand and access. Across education, healthcare, statistics, demining, and local development, new approaches are taking shape, changing how the government connects with its citizens. What once felt complicated and fragmented is now becoming a set of digital solutions that respond quickly and address real needs. These changes are not just technical; they are transforming daily life for millions across Ukraine.*



## State Statistics Service 2.0

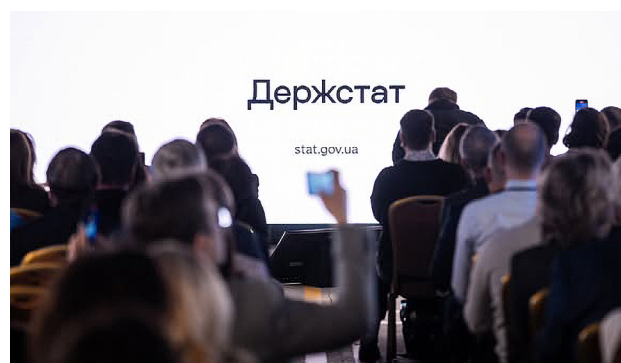
With the support of the EGAP Program, the State Statistics Service presented a groundbreaking statistics portal with an AI assistant and a bold vision for transformation. This marked the starting point of the new era of State Statistics Service 2.0 as an open, European, and user-centered statistical agency.

Until recently, government statistics were difficult to use: scattered data, cumbersome tables, and the need for expert knowledge – all that limited their application both for government decision-making and for businesses, the media, and researchers.

Now, anyone can ask a question and receive a clear answer - no special expertise required. The StatGPT conversational interface guides users to the information they need, explains key indicators, and helps save time for everyone.

The new portal brings together over **2,000 statistical indicators** and **more than 50 interactive dashboards**, making data easier to access. Users can find information through

an API, and the AI assistant supports work with **over 100 datasets**. In its first month alone, it was used by over **5,300 users**.



Thanks to the support of the EGAP Program, there is a fundamental shift in the approach to data management: the State Statistics Service is transitioning from paper-based reporting and fragmented processes to the digital collection, processing, and dissemination of information. And data is becoming a tool for decision-making, policy formulation, and national recovery.

stat.gov.ua



## Digital Transformation Index for Communities and Regions

Digital transformation in Ukraine is often viewed as a national endeavor, but its real impact is felt in local communities. Here, people see tangible improvements in administrative, social, and medical services that shape their daily lives.

For many years, digital transformation at the community level unfolded unevenly. Solutions appeared fragmented, lacking a unified vision, and the unique challenges of each community remained obscure without clear metrics for measuring progress.

Recognizing the need to bridge the digital divide, the EGAP Program, together with the Ministry of Digital Transformation, introduced the Digital Transformation Index for Communities and Regions. This tool gives communities a clear picture of their digital journey and highlights where growth is possible. In 2025, the Index was updated to align with the European Digital Decade 2030 standards, and its calculation is now fully automated on the Diia.Digital Community platform, streamlining everything from data gathering to analytics.



Today, the Index serves as a practical guide for communities planning their digital transformation. Communities gain a clear sense of their progress and of actionable next steps, while government and partners use it to make informed decisions about support. This paves the way for closing the digital gap, setting priorities, and monitoring meaningful progress over time.

When paired with informatization programs and digital strategies, the Index becomes a roadmap that guides communities from assessing their current situation to launching targeted digital solutions. This transforms digitalization from scattered initiatives into a coordinated process at the community level. Importantly, this approach can be applied and yield results even at the level of the smallest communities.

[hromada.gov.ua](https://hromada.gov.ua) →



## EGAP Ideathon 2025

In 2025, the EGAP Ideathon was held to bring together local leaders, tech innovators, business representatives, and civil society from across Ukraine, united by a common goal: to reimagine how citizens and government interact. This nationwide competition focused on improving the SVOI and e-DEM platforms to make public services more open and accessible to everyone. Fifty-seven teams, with over 100 participants, took part in this journey. Their commitment and fresh ideas helped 19 teams reach the semifinals, and nine advance to the finals.

In the finals, teams presented digital solutions with the potential to transform e-democracy and urban services through the e-DEM and SVOI platforms. Their projects responded to the real needs of communities: tools for citizens to reach elected officials, an AI assistant that explains

complex documents in simple terms, systems to track tax debts, and platforms that use road safety data to protect people. Each project was reviewed for its relevance, focus on people, innovation, and practical impact.

After a careful selection process, three teams were named winners and received cash prizes ranging from 100,000 to 250,000 UAH. The EGAP Ideathon 2025 highlighted what matters most to communities and residents in digital tools, and set the direction for future development of the e-DEM and SVOI platforms. Just as importantly, the event brought together a new network of future co-developers and beta testers who are ready to help shape these services. The initiative was implemented as part of the EGAP Program, led by East Europe Foundation with support from Switzerland.



## STEM Labs and Robotics Clubs

In 2025, the EGAP Program took an important step to inspire interest in STEM and robotics, especially in rural and small-town communities. Until now, students in these areas faced significant obstacles: limited equipment, a shortage of trained teachers, and few opportunities for practical learning. As a result, many young people in small communities were unable to develop technical skills or participate in competitions that could open new doors for their futures.

To address these challenges, we introduced a comprehensive support model for schools. We equipped classrooms with modern technology and software, launched robotics clubs, and provided LEGO Education kits, Arduino sets, and FIRST LEGO League fields. We also organized training sessions for coaches and large-scale workshops for teachers and students at the Kyiv Aviation Institute State University, as well as a master class at the Dnipro Polytechnic National Technical University. These events gave participants the chance to work with microcontrollers, sensors, and 3D printers, to create their own engineering projects, and to discover new technologies. We supported teams as they

prepared for national and international competitions and held internal tournaments in our pilot schools, helping to build a strong foundation for future achievements.

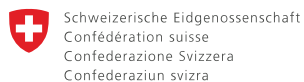
**Step by step, our teams grew stronger. At the all-Ukrainian ROBOTICO + ROBOFIRST 2025 festival, 12 teams from EGAP Program pilot schools took part. Seven reached the finals, four brought home awards, and the NEVER GIVE UP team from Zymne's Lyceum became the season's champion. In 2026, this team will represent Ukraine at the FIRST Championship international competition in Houston.**

This approach not only improves the quality of STEM education but also expands access to technology for students in communities. It creates equal opportunities for participation in national and global initiatives and lays the foundation for developing engineering and digital competencies.

## 02

# Civil Society Development and Support Cluster

- “Impulse”
- “Phoenix: The Power of Communities”
- “Capable and Resistant”
- “Capable and Resistant: Sumy”



Swiss Confederation  
Швейцарська Конфедерація



## Olga Voitovych,

Civil Society Development and Support Cluster Lead:

*Every day, Ukraine's civil society organizations navigate a landscape shaped by war, shifting international support, and the ongoing challenges of limited resources and team burnout. In these conditions, East Europe Foundation sees its mission clearly: to help organizations not just survive, but thrive. That is why we focus not only on supporting organizations' projects but also on holistic support for entire teams, blending funding with training, mentorship, and the cultivation of strong internal processes.*





## Institutional Support Program for the Partner Network

As part of the “Phoenix: The Power of Communities” project, funded by the European Union, East Europe Foundation provided institutional support to 11 partner organizations. The organizations strengthened their internal processes, improved management efficiency, and enhanced organizational resilience. Particular attention was paid to capacity-building in monitoring and evaluation (M&E).

These selected organizations represent Kyiv, Kharkiv, Lviv, Zaporizhzhia, and Chernihiv, reaching communities near the front lines and those deeply impacted by the invasion, as well as groups working across Ukraine at the national scale.

Through institutional grants, East Europe Foundation combined financial support with expert consultations, training, and mentoring to strengthen the resilience and long-term capacity of CSOs.

The rich diversity among these organizations in terms of thematic focus, size, and stage of development creates a stronger, more vibrant civil society ecosystem, ready to play a pivotal role in Ukraine’s recovery and journey toward European integration.

With the support of these grants, 67 members of partner CSOs participated in educational events. CSOs developed or updated 27 organizational documents and conducted five strategic team sessions. As part of a comprehensive training program, we provided 57 hours of mentoring and hands-on training in vital areas such as financial management, communications, IT and cybersecurity, and project development, equipping teams with the tools they need to lead with confidence.



## Impulse for Development



The Impulse project began as a joint effort between East Europe Foundation and the International Renaissance Foundation, with support from Norway and Sweden. Together, we set out to empower 68 civil society organizations, particularly those from Ukraine's frontline and war-affected regions.

We took a tailored approach, conducting Systemic Business Analyses for 29 organizations and Organizational Capacity Assessments for 39 partners. Each organization then received a personalized development plan and roadmap shaped by these insights.



Our support enabled the combination of training, mentoring, and networking opportunities. In 2025, nearly 140 representatives from civil society organizations joined us, both in person and online, for a series of training sessions and a vibrant networking event. Through our partnership with the Zrozumilo! Online Educational Platform, we introduced three new online courses that drew more than 1,800 participants.

In just six months, all 68 partner organizations strengthened their capacity. They improved communication, management, financial accountability, internal policies, HR practices, and monitoring and evaluation systems.

By investing in the growth of civil society organizations, the project helped build resilience and prepared our partners to play an essential role in Ukraine's recovery and the ongoing development of their communities.



## Study on the Resilience and Engagement of Civil Society Organizations in Community Recovery and Reconstruction Processes



As part of the “Impulse” project, East Europe Foundation [launched a study](#) to explore how civil society organizations are helping communities recover and rebuild. We gathered insights from more than 200 organizations across Ukraine.

Our findings show that civic and charitable organizations are vital lifelines for their communities, especially for internally displaced people, veterans, and those facing the greatest risks.

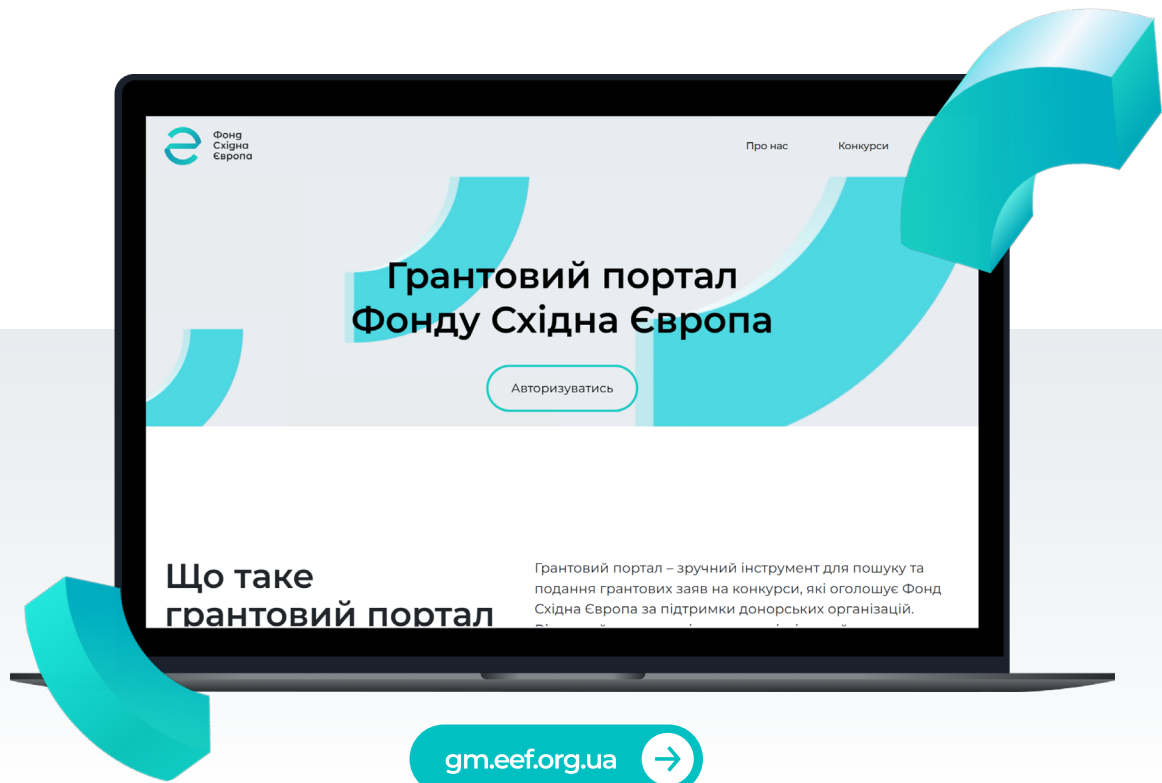


Yet 76% face funding shortages, and their ability to help rebuild infrastructure remains limited. Organizations in frontline regions stand out for their tireless efforts, persevering despite heavy workloads and constant risks.

We brought our study's results to the public, sharing these important insights at events that drew the attention of communities across Ukraine. More than 116,000 people joined us online, and our message reached over 800,000 through media coverage.



## Seven Grant Competitions for CSOs Hosted on the Foundation's New Grant Portal



For decades, East Europe Foundation has empowered civil society organizations, businesses, and local governments by awarding 1,058 grants and hosting around 50 grant competitions, each attracting hundreds of applicants. To make this process even more efficient and accessible, we developed an innovative digital tool, the East Europe Foundation's Grant Portal, with support from the European Union.

The Grant Portal brings every step of the grant competition process into one accessible digital space. From submitting the first application to preparing the final report, the platform guides users through the process with clear instructions

and practical prompts. By linking logical models with budgets and providing built-in validation tools, the portal helps applicants avoid errors and strengthen each submission.

We created the Grant Portal to open new opportunities and make the grant process transparent and accessible for all. In 2025, the portal became a vibrant hub, hosting seven competitions that attracted 517 applications from 432 organizations. Nearly a thousand organizations registered, joining a growing community dedicated to strengthening Ukraine.




# 03

## Humanitarian Aid and Recovery Cluster



- “Together for Support”
- “Capable and Resistant”
- “Capable and Resistant: Sumy”

**UHF** Ukraine Humanitarian Fund

 Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Swiss Confederation  
Швейцарська Конфедерація



**Olha Moloko,**  
Humanitarian Aid and Recovery Cluster Lead:

*For us, it's not just about providing aid, but doing so in a way that truly meets people's needs at a specific moment. That's why we work through local organizations, because they understand the context best and can act quickly and precisely. Our humanitarian programs demonstrate that flexibility and partnership yield the best results, and we aim to scale this approach further.*



## Duty of Care in Action – Safety and Response Training Held

In the autumn of 2025, thanks to support from Switzerland, the “Capable and Resistant” Program brought together 61 representatives from 18 civil society organizations for an in-person security and response training in Kyiv. Most participants traveled from regions close to the front lines or the Russian border, uniting their experiences and determination to strengthen their communities.



This training marked a significant step forward in our ongoing journey to uphold the Duty of Care. By placing the safety and well-being of our staff

and volunteers at the core of our efforts, we help ensure that those supporting communities in need can continue their essential work with confidence and resilience.

Throughout the training, participants practiced how to respond to shelling and emergencies, learned evacuation and mine safety strategies, and gained practical experience with first aid, protective gear, and psychological self-care. National and international experts, including specialists from the National University of Civil Protection of Ukraine and INSO, conducted the sessions, sharing their expertise in safety and resilience.

After the training, participants reported a 26.7% increase in knowledge. Many shared that the experience met their expectations and was directly relevant to their daily work. Each person returned home equipped not only with new skills, but also with a personal first-aid kit, ready to put their learning into practice in their own communities.



## A New Project to Support the Sumy Region

In October 2025, the “Capable and Resistant: Sumy” project was launched in response to a sharp deterioration in the security and humanitarian situation in the Sumy region. As hostilities and shelling escalated, communities faced new challenges and urgent needs. The project aims to ensure that residents of affected communities in the Sumy region can more easily access vital humanitarian aid and services.

**12 organizations will receive grant support** to implement initiatives in three humanitarian clusters:



### Housing and Shelter:

repairing and refurbishing shelters and collective centers, improving daily life for displaced people and affected families, preparing homes for winter, and meeting essential utility needs. .



### Healthcare

supporting access to medical services, restoring and equipping healthcare facilities, providing consultations and referrals to specialists, and rehabilitating war victims with a strong emphasis on inclusivity.



### Education:

ensuring the continuity and safety of education, supporting the infrastructure of educational institutions (including shelters), and implementing inclusive solutions for affected children.

In addition to funding, participating organizations will receive mentoring, training, and institutional strengthening, including the implementation of the “Duty of Care” package for staff and volunteers.



## “Together for Support” Program: Key Results

In 2025, the “Together for Support” program, powered by the Humanitarian Fund for Ukraine, concluded. This is a chance to reflect on a year of close partnership with local organizations in Kharkiv, Kherson, and Chernihiv. These organizations, deeply rooted in their communities, brought invaluable knowledge of local strengths and challenges. Together, we worked to uplift frontline and border communities, building resilience where it is needed most.

Thanks to our collaboration with the “Building the Future Together” Charitable Foundation, the “Source of Revival” Charitable Foundation, and the “Alternative” Journalists’ Union, we managed to deliver essential support to residents in the Kharkiv and Kherson regions: we distributed **3,887 sets of non-food items, 4,090 standard hygiene kits, and 1,018 special hygiene kits for people with disabilities.**

In Kherson, families whose homes were damaged by shelling and flooding after the destruction of the Kakhovka Hydroelectric Power Plant received **490 sets of construction materials and tools.** We also equipped residents of Kharkiv and Kherson with 1,530 sets of agricultural tools, helping restore the means to grow food after their equipment was stolen during the occupation.

In the Chernihiv region, together with the NGO “LAMP,” [we set up 63 comfortable and safe shelters in schools and kindergartens.](#) Each institution chose the equipment and materials that fit their needs. These included furniture, generators, first-aid kits, charging stations, fire extinguishers, multimedia equipment, games, office supplies, safety-class supplies, ramps, and educational materials.

Strengthening our partners’ capacity remained a priority throughout the program. We provided 235 hours of tailored mentoring, supporting each organization as they grew stronger and more resilient in their service to local communities.

# 04

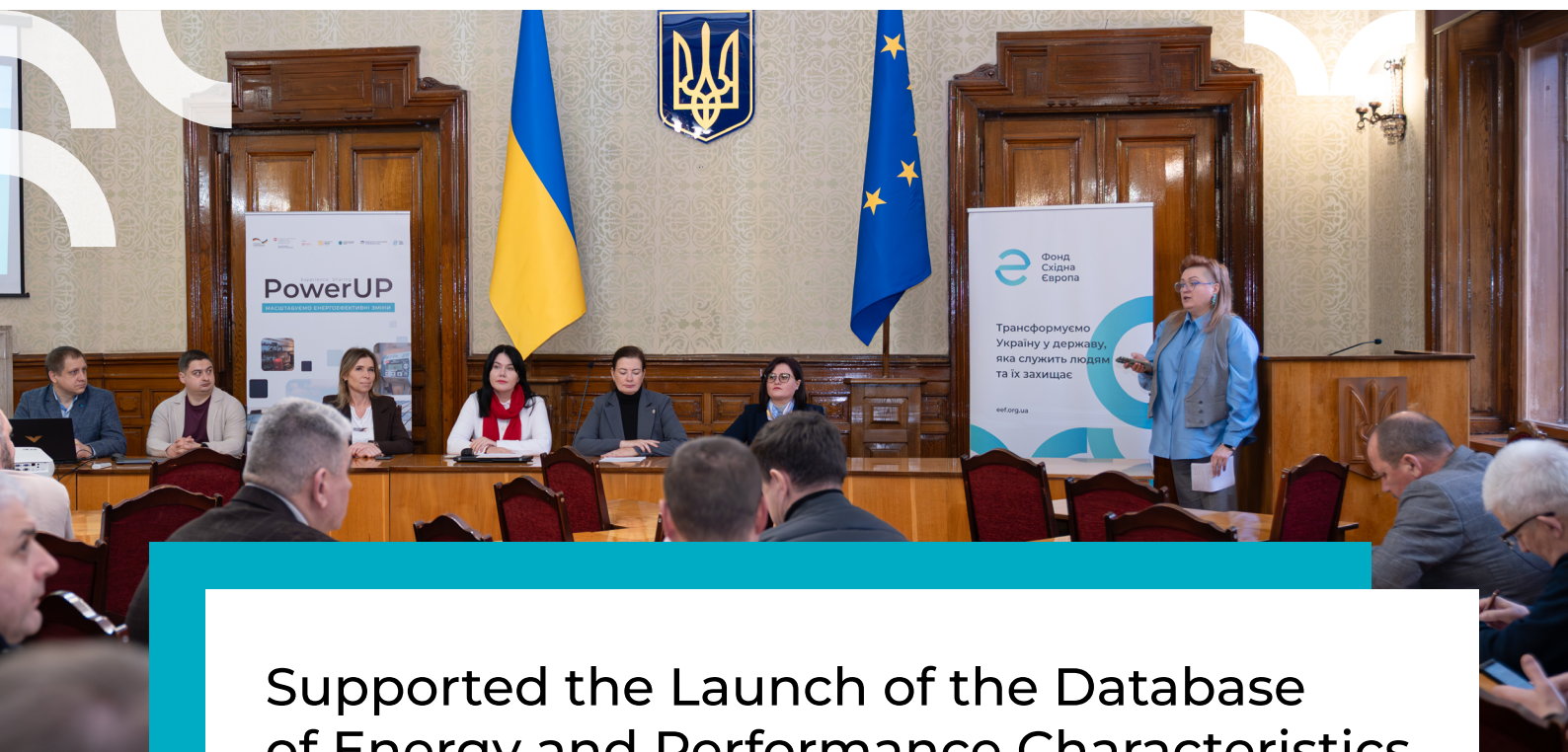
## Cluster for the Development of Public Institutions' Capacity and Cooperation with the Private Sector

- Power Up: Sharing Experiences
- Inclusive Employment



**Vira Nedzvedska**  
Vice President for Strategic Partnerships:

*This year, we continued to promote energy efficiency in the public sector by expanding the Building Database, sharing best practices, and providing training. We witnessed an increasing number of central and local government agencies seeking ways to launch their own energy-saving projects. The tools we develop remain with these institutions, empowering them to continue making progress long after our direct involvement ends. For us, this lasting impact is a testament to the strength of our approach.*



## Supported the Launch of the Database of Energy and Performance Characteristics of Buildings

In March 2025, the Ministry of Community and Territorial Development of Ukraine, with support from the Power Up: Experience Sharing project, introduced the Building Database. This is the first digital tool that provides the government with access to up-to-date data to plan large-scale thermal modernization, improve energy management, and use resources more effectively in cities and communities across Ukraine.

At East Europe Foundation, our team brought the Building Database to life, enhancing its features and introducing an interactive energy efficiency map. Now, anyone can explore spatial data visually through a standard web browser.



To make sure the Building Database serves everyone, we provided comprehensive support for its launch. We created a dedicated landing page, organized training sessions, and set up a multi-channel support service. To ensure new users could learn to work with the Database even after the project ended, we developed a manual and [video tutorial](#), available on the [Zrozumilo! Online Educational Platform](#).

In the autumn of 2025, we organized a regional tour of seminars titled “Energy Management in Practice,” which took place in six regional centers – Vinnytsia, Poltava, Odesa, Lviv, Ivano-Frankivsk, and Chernivtsi.

Over 300 representatives from regional state administrations and local self-government bodies joined us in learning how to implement energy management systems and enter building data into the Ukrainian Building Database.

## Results

**1,000** enterprises/institutions/government organizations registered in the Building Database

**709 555** consumption metrics integrated into the database as historical data.

**Over 1,800** representatives of central government agencies and local self-government bodies have been trained on how to use the Database

**17,696** buildings entered into the system



## Sharing Best Practices in Energy Management

Throughout 2025, we systematically shared our experience and the results of [the energy modernization of the Ministry of Finance building](#), implemented in 2023–2024 as part of the Power Up project, through meetings, training events, and practical materials.

In addition to reducing energy consumption and saving budget funds, this pilot project aimed to achieve long-term outcomes, such as fulfilling Ukraine's commitments on the path to EU accession and creating a practical case study to help other government agencies implement their own energy-efficient projects.



The workshop at the Ministry of Finance brought together 80 participants - representatives of central government agencies. During the event, the Ministry and the project team presented concrete results: after one year of operation following the energy retrofit of the Ministry of Finance building, heat energy consumption decreased by nearly 20%, electricity consumption by 13%, savings on electricity and heating amounted to 3.6 million UAH, and CO<sub>2</sub> emissions decreased by 225.3 tons

To further disseminate best practices, we developed two guides:



→ one with [practical lessons from the Ministry of Finance building's pilot energy modernization project](#), intended for heads of public authorities



→ another with [recommendations on implementing energy management](#), designed for specialists working directly in the field of energy management.





## Inclusive Employment Project Launched

The war has reshaped the lives of thousands, bringing new challenges and transforming the labor market across Ukraine. In response, we joined forces with the State Employment Service in the autumn of 2025 to help it better support those who need it most: internally displaced people, women, veterans, and people over 50 who are searching for new opportunities.

Together, we are equipping 18 employment centers across Ukraine - six regional centers and 12 branches - with practical tools to make employment more inclusive for everyone, including the following:



An online course on modern recruitment on the Zrozumilo! Online Educational Platform, which is designed to help learners master modern recruitment methods with a focus on inclusivity;



An online course on modern recruitment on the Zrozumilo! Online Educational Platform, which is designed to help learners master modern recruitment methods with a focus on inclusivity;



Building partnerships with employers through job fairs and forums.

To ensure more job seekers are aware of the available support, the project will launch a public information campaign and produce public service announcements.

## 05



## Socio-Political and International Advocacy Cluster

- “Towards the EU” Program
- “Phoenix: The Power of Communities”
- “Ukraine on the Path to the EU”



**Natalia Slynko,**  
Vice President of Programs:

*International advocacy today is not only about supporting Ukraine, but also about a shared responsibility for Europe's future. EU integration and the internationalization of our experience are a cross-cutting priority in our work. In times of war, we work systematically to create space for meaningful dialogue, where Ukraine's experience and voice are taken into account in decision-making. These interactions build trust, strengthen partnerships, and help turn shared principles into concrete decisions that bring Ukraine closer to the EU.*



## EEF Talks



EEF Talks is our new space for dialogue, bringing together thought leaders, experts, diplomats, business, and civil society. Here, we join forces to find practical solutions that strengthen Ukraine's resilience and contribute to global security.

We launched EEF Talks during our semi-annual Board of Directors meeting, uniting leaders from various sectors and countries who share our commitment to Ukraine's future. The discussion featured Ambassador William B. Taylor, Marian Vogel, Melinda Haring, and Michael Bociurkiw, with Victor Liakh moderating the event.

Our first EEF Talks in December 2025 explored the future of transatlantic policy toward Ukraine and the challenges that lie ahead in 2026. Together, we examined how developments within partner countries shape their decisions and identified the steps needed to sustain support for Ukraine across all levels of society.





## Consultations on European Integration

In August 2025, representatives from the Ministry of Community and Territorial Development of Ukraine, civil society organizations, and international partners held a meeting to prepare for an important milestone: the upcoming screening with the European Commission on Negotiation Chapter 22, “Regional Policy and Coordination of Structural Instruments.”

During the event, participants discussed the status of preparations for the screening, key EU requirements in regional policy, and the management of structural funds. Together, they explored the vital role civil society can play in advancing European integration, focusing on cohesion policy and practical ways to use European instruments. International partners shared valuable insights, including lessons from Poland, adding depth and perspective to the conversation.

Leading Ukrainian CSOs, think tanks, and associations of local self-government bodies, as well as international organizations and technical assistance programs, joined the consultations. United by a shared goal, they assessed how ready civil society is to take part in European integration, identified the key challenges facing communities, and worked together to find practical solutions for the road ahead.

This consultation was part of the broader efforts of the “Phoenix: The Power of Communities” and “Unity for the Community” projects, both supported by the European Union in partnership with the Ministry of Community and Territorial Development of Ukraine.



## Practical Steps for Implementing the Ukraine Facility



In December 2025, the Foundation welcomed partners from across Ukraine to explore how the Ukraine Facility program can take root in our regions and communities. Government officials, international donors, civil society leaders, local government associations, and technical experts joined us to share their perspectives and experiences. We examined the challenges that lie ahead, identified new opportunities, and outlined practical steps to ensure the Ukraine Facility delivers real results on the ground.

The event took place as part of the “Phoenix: The Power of Communities” project, which is implemented with the support of the European Union and aims to strengthen the role of civil society organizations in community recovery and European integration processes. Particular attention was paid to the role of civil society and local self-government bodies in implementing reforms and community development.



Experts introduced practical tools and strategies that the Ukraine Facility offers to support regional development. We drew inspiration from public engagement successes in EU countries, and placed special focus on how decentralization and aligning our regional policies with European standards can open new doors for our communities.

Working together in groups, participants identified the main barriers to bringing the program to life at the local level and suggested practical solutions. These recommendations will form the foundation of a White Paper, guiding future policies and decisions as Ukraine advances its European integration.



## Ukraine in the Global GovTech Landscape

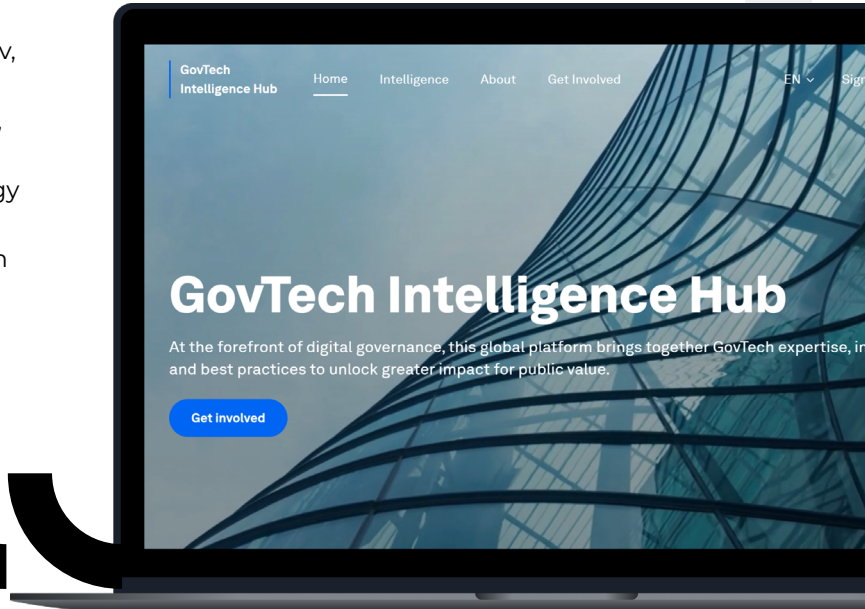
In 2025, Ukraine entered a new chapter in GovTech, moving from launching digital services to helping shape international cooperation in digital governance. Our journey began to inspire other countries, opening new avenues for developing and sharing government technologies.

At the World Economic Forum in Davos, Ukraine became a co-founder of the Global GovTech Board, the first global council bringing together digital government leaders.

Ministers and IT experts from around the world now work side by side to develop solutions for government services, cybersecurity, and digital policy, and to launch new international projects together.



At the same time, the World Economic Forum, together with GovTech centers in Berlin and Kyiv, launched the [GovTech Intelligence Hub](#). This international platform brings together research, case studies, and best practices in digital transformation, covering every step from strategy to implementation. Thanks to the active involvement of the Ukrainian team, the platform now features case studies on Diia, Prozorro, and eHealth, sharing Ukraine's experience with the world.



GovTech Lab Ukraine, a project of GGTC Kyiv, is creating new connections between government and startups, helping them work together to design and test digital solutions for real needs in the public sector. In 2025, more than 20 government teams joined the program, and 69 startups from 19 countries applied to the open competition. Together with government partners, participants are developing practical solutions for legal aid, urban planning, and tourism management.

The EGAP program, implemented by East Europe Foundation with support from Switzerland, supports these initiatives as part of its international GovTech advocacy. As a result, Ukraine is not only keeping pace but helping to shape the future of digital transformation worldwide.





## Visit of a German Bundestag Delegation to Kyiv



In September, Kyiv welcomed a delegation from the German Bundestag as part of the project “Ukraine on the Path to the EU.” Together with our partners at the Center for Liberal Modernity in Berlin, we organized the three-day visit to bring together representatives of parliamentary committees, delegations, and experts in security and international policy to foster dialogue and strengthen mutual understanding between our countries at a crucial moment for Ukraine.

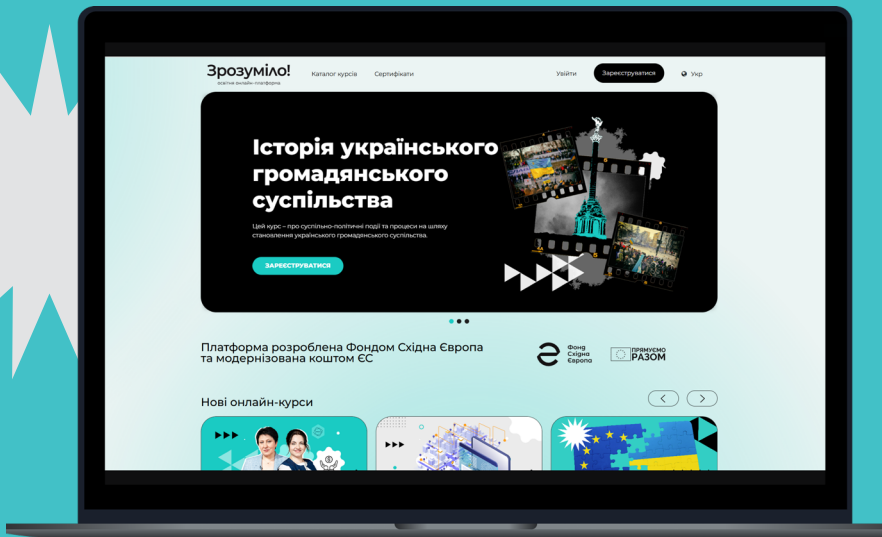
In the very first days, our German partners visited areas of Kyiv affected by Russian shelling to see the consequences of the war firsthand. This allowed them to better understand the daily challenges faced by Ukrainians and the resilience of our communities.

The visit’s program included a series of meetings and discussions with Ukrainian parliamentarians, government officials, military personnel, experts, and representatives of civil society. The focus was on the functioning of democratic institutions during wartime, the security situation, defense needs, energy resilience, and Ukraine’s path toward European integration.

Such visits are particularly important for strengthening international support. They help partners gain a deeper understanding of the context in which Ukraine lives and operates, and to make informed, coordinated decisions that shape European policy.

This visit is part of the Foundation’s ongoing commitment to fostering parliamentary dialogue and deepening the partnership between Ukraine and Germany. It reaffirmed our shared dedication to building lasting support for Ukraine and advancing our journey toward EU membership.





**Зрозуміло!**

освітня онлайн-платформа

[zrozumilo.in.ua](https://zrozumilo.in.ua)

## Zrozumilo! Online Educational Platform

Zrozumilo! remains committed to opening doors to free, high-quality self-education for all Ukrainians. In 2025, the platform expanded its course offerings, enabling young people, civil society leaders, local officials, educators, and many others to access practical knowledge to address the challenges they face today.

- **+9 new online courses in 2025**, bringing the total to **54 courses on the platform**
- **Over 804,000 users** on the platform
- **773,000 certificates** issued
- **Platform record:** 45 courses - the highest number of courses completed by a single user
- More than **63,000 users** have completed 2+ courses on the platform
- Nearly **90,000 new users joined** the platform in 2025



### **Alia Bondarenko,**

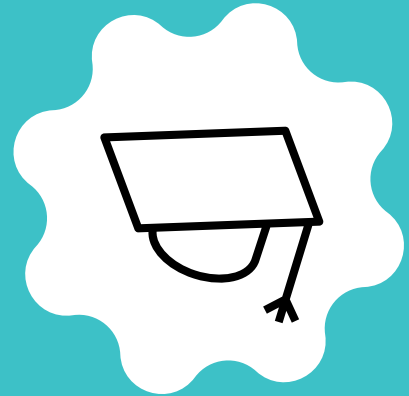
Manager of the Zrozumilo! Online Educational Platform:

*Today, self-education opens new doors for Ukrainians, giving people the tools to take action and bring fresh ideas to life. The key question remains: what motivates someone to learn? Short, practical courses have become especially popular because they help people find clear, direct answers to the challenges they face. The Zrozumilo! Platform is responding to this need by developing courses that are practical and meaningful, without oversimplifying important topics. Each course is designed to give people a solid foundation they can use immediately. Interactive exercises help participants remember what they learn and apply it with confidence.*

## User feedback

About the course "Ukraine's Accession to the EU"

"Thank you for the course! It was interesting. I learned some new things. This will be useful for future trainings on issues related to Ukraine's European integration, which I conduct for government agencies and the public."



About the course "Management That Delivers Results"

"I think this is my favorite applied course out of the ones I've taken recently."



About the course "Ukraine's Accession to the EU"

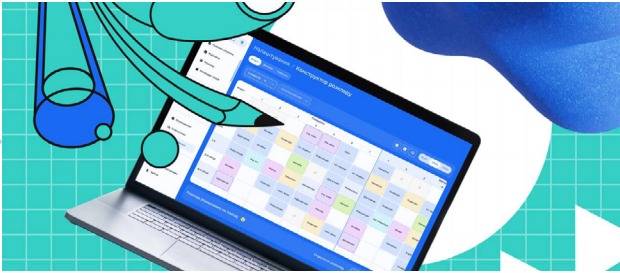
"I expanded my knowledge in the fields of economics, the domestic market, the social sphere, and much more. Thank you for the great information."



About the course "School Participatory Budgeting for Educational Institutions"

"Very satisfied with the course: clear, logical, well-thought-out, practical."

## ▶▶ Platform Updates



### Mriia for Educators: A Practical Guide to Using the System

An interactive course for educators designed to help them quickly learn how to use the Mriia ecosystem.

### School Community Budget for Students

The course explains how students can generate an idea and implement it using the School Community Budget at their educational institution.



### Results-Oriented Management

An online course on how to plan projects using Results-Based Management (RBM), work with indicators, and focus on meaningful change.

### Content in the Frame: How to Shoot Videos for Social Media

An online course on creating videos for social media: from idea and preparation to shooting, editing, and publishing.



### Ukraine's Accession to the EU

Our course offers a clear look at the path toward Ukraine's European integration. Participants learn how EU accession negotiations unfold, what negotiation clusters involve, and which reforms are essential for Ukraine's future in Europe.

\*The course began with a discussion with experts and officials about Ukrainians' expectations regarding EU accession



## The Zrozumilo! platform is open to partnerships.

We invite organizations and individuals to join us in building a vibrant space for high-quality Ukrainian self-education.

Zrozumilo! is a platform for:



Trainings



Closed or corporate training sessions



Partner courses



Experiments with educational formats



[zrozumilo.in.ua](https://zrozumilo.in.ua)

The platform provides:



Free 24/7 access to courses for users



A certificate with 0.2 ECTS credits (six academic hours) to confirm the knowledge gained



Support at all stages of creating and presenting educational content (video production, technical, and communication support)

# Financial report by December 31, 2024 and 2025



## INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of East Europe Foundation  
To the users of the financial statements of East Europe Foundation

### Opinion

Under the Contract № 05-2026-A dated 07.04.2026 we, the independent audit firm LLC "Audit company "UHY PROSTIR LTD" (included to the Register of auditors and audit entities under № 3388), have audited the financial statements of the EAST EUROPE FOUNDATION (the Foundation, EEF"), which comprise the Statement of financial position as at December 31, 2025, and the Statement of activities, Statement of changes in net assets and Statement of cash flows for the year then ended ("financial statements"), and notes to the financial statements including a summary of significant accounting policies and other explanatory notes.

In our opinion, the accompanying financial statements of the Foundation present fairly, in all material respects, financial position of the Foundation as at December 31, 2025, and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRSs).

### Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) that are applicable in the Russian Federation. The requirements of ISAs are further described in the Auditor's Report section of our Report. We are independent of the Foundation and we have not provided any other services to the Foundation. We have also fulfilled other ethical responsibilities in accordance with these requirements and we believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Emphasis of Matter - Operating Environment

We draw your attention to the Note 2 and Note 4 to the financial statements of the Foundation, which describe the effect of full-scale invasion of the Russian Federation against Ukraine on the financial performance, depending on future developments, including the hostilities.

Our opinion is not modified in respect of this matter.

### Responsibilities of Management and Those Charged with Governance

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRSs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement.

In preparing the financial statements, management is responsible for assessing the Foundation's ability to continue as a going concern, disclosing, as applicable, related matters, and using the going concern basis of accounting unless management either intends to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Foundation's financial reporting process.



### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Foundation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Director  
LLC "Audit company "UHY Prostir Ltd"



Safinskyi V.

Office № 315, 14 Vasykivska Str.  
Kyiv, Ukraine, 03040

18.06.2026  
Register number 52



### Serhiy Solovko,

Vice President of Operations at East Europe Foundation:

*East Europe Foundation undergoes independent audits – mandatory financial audits alongside performance audits conducted at least annually. In addition, a number of our programs are subject to audits by independent auditors. Overall, this amounts to approximately five to seven audits each year – a continuous process of engagement with partners and donors. In 2024, we successfully completed a due diligence assessment conducted by PricewaterhouseCoopers. This confirms that the Foundation operates transparently and responsibly. Our partners know how every dollar, euro, and hryvnia is utilized, trust us, and continue to support our programs and projects.*

#### Income received by the financial source, 2025

TOTAL	\$29,679,037	100,00%
Government of Switzerland	\$21,315,484	71,82%
Governments of other countries	\$4,520,117	15,23%
Private funds	\$1,472,080	4,96%
UN Group	\$848,820	2,86%
Other donors	\$1,522,535	5,13%

#### EEF expenses by categories, 2025

TOTAL	\$28,593,765	100,00%
Programs expenses	\$25,570,605	89,43%
Grants	\$1,727,862	6,04%
Administrative expenses	\$1,295,298	4,53%

<b>The EEF Balance Report</b>	December 31, 2025 (USD)	December 31, 2024 (USD)
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash in bank	19,551,970	11,330,115
Grants and contributions receivable	4,347,989	4,483,472
Prepaid expenses	2,035,204	1,074,541
Other assets	2,804	-
<b>TOTAL CURRENT ASSETS</b>	<b>25,937,967</b>	<b>16,888,128</b>
<b>NON-CURRENT ASSETS</b>		
Property and equipment	586,855	-
Intangible assets	117,946	17,821
<b>Total non-current assets</b>	<b>704,801</b>	<b>17,821</b>
<b>TOTAL ASSETS</b>	<b>26,642,768</b>	<b>16,905,949</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
Grants payable	4,391	-
Accrued vacations and salaries	237,184	142,353
Accounts payable	1,429,141	575,835
Deferred income	565,291	2,665,259
<b>Total current liabilities</b>	<b>2,236,007</b>	<b>3,383,447</b>
<b>NON-CURRENT LIABILITIES</b>		
Donated premises funding	564,030	-
<b>Total non-current liabilities</b>	<b>564,030</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>2,800,037</b>	<b>3,383,447</b>
<b>NET ASSETS</b>	<b>23,842,731</b>	<b>13,522,502</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>26,642,768</b>	<b>16,905,949</b>

# Donors

- ◆ the European Union
  - ◆ the United States Agency for International Development (USAID)
  - ◆ the Swiss Confederation
  - ◆ Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
  - ◆ the Norwegian Agency for Development Cooperation (Norad)
  - ◆ the Swedish International Development Cooperation Agency (Sida — Styrelsen för Internationellt Utvecklingsarbete).
  - ◆ Eurasia Foundation
  - ◆ International Renaissance Foundation
  - ◆ ERIM
  - ◆ The Center for Liberal Modernity (LibMod)
  - ◆ Visa Foundation
  - ◆ Cisco
  - ◆ Google.org
  - ◆ The United Nations Office for the Coordination of Humanitarian Affairs (OCHA)
- Ukraine
- ◆ Ukrainian and international business organizations that support humanitarian projects
  - ◆ UNICEF

# Contacts

## East Europe Foundation

[eef.org.ua](http://eef.org.ua)

[info@eef.org.ua](mailto:info@eef.org.ua)

+ 38 (050) 443-72-58



[LinkedIn](#)



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