



State
Customs Service
of Ukraine

From insight to impact: how Ukraine used a data-driven approach to strengthen integrity

IMPLEMENTING CIPS & PMM IN UKRAINE

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Operating Context and Institutional Role

Customs as a pillar of economic resilience in wartime

Under conditions of full-scale war, the State Customs Service of Ukraine operates as a strategic public authority responsible for safeguarding economic stability and public revenues. Today, the SCS secures more than 35 percent of the State Budget and plays a central role in maintaining uninterrupted trade flows.

With over 100 operational border crossing points and major freight corridors, SCS ensures the functioning of the Solidarity Lanes initiative and supports Ukraine's integration into the European logistics and economic space. Despite security risks and infrastructure constraints, the Service continues to deliver reliable and predictable Customs procedures, strengthening trust among international partners and the business community.



Institutional Capacity and Digital Transformation

How digitalisation strengthens efficiency, transparency, and resilience

The State Customs Service of Ukraine employs approximately 10,000 staff members, including around 670 officials in the central office, ensuring nationwide operational capacity. Institutional development is focused on digital transformation, automation of procedures, and harmonisation with European Union standards.

The implementation of the New Computerised Transit System and accession to the Common Transit Convention enabled the effective delivery of the “customs visa-free regime.” These reforms strengthened transparency, reduced administrative burden, and improved predictability of cross-border operations, even under wartime constraints.

Digital tools also support integrity reforms by limiting discretionary decision-making and increasing traceability of Customs procedures.



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PROCESS AUTOMATION



Digital clearance and transit systems reducing manual intervention.

DATA INTEGRATION



Centralised information systems enabling real-time monitoring and analysis.

EU ALIGNMENT



Harmonisation of procedures with European Customs standards.



Integrity and Anti-Corruption Strategy

The **State Customs Service of Ukraine** applies a comprehensive anti-corruption strategy focused on prevention rather than punishment. Coordinated by the Corruption Prevention and Detection Department, the approach aims to reduce corruption risks and strengthen accountability.

The strategy is aligned with the **WCO Revised Arusha Declaration** and supported by evidence from **CIPS**. Through digitalisation, risk analysis, staff training, and transparent reporting mechanisms, Ukrainian Customs builds a resilient and sustainable integrity system under wartime conditions.



PREVENTIVE APPROACH

Shift from reacting to individual misconduct cases to systematic management of corruption risks. Building an environment where corruption becomes technically difficult and socially unacceptable.



SYSTEMIC COORDINATION & ACCOUNTABILITY

Centralised coordination of integrity measures by the Corruption Prevention and Detection Department, strengthening disciplinary responsibility and ensuring equal application of rules across the Service.



EVIDENCE-BASED AND DIGITAL POLICY

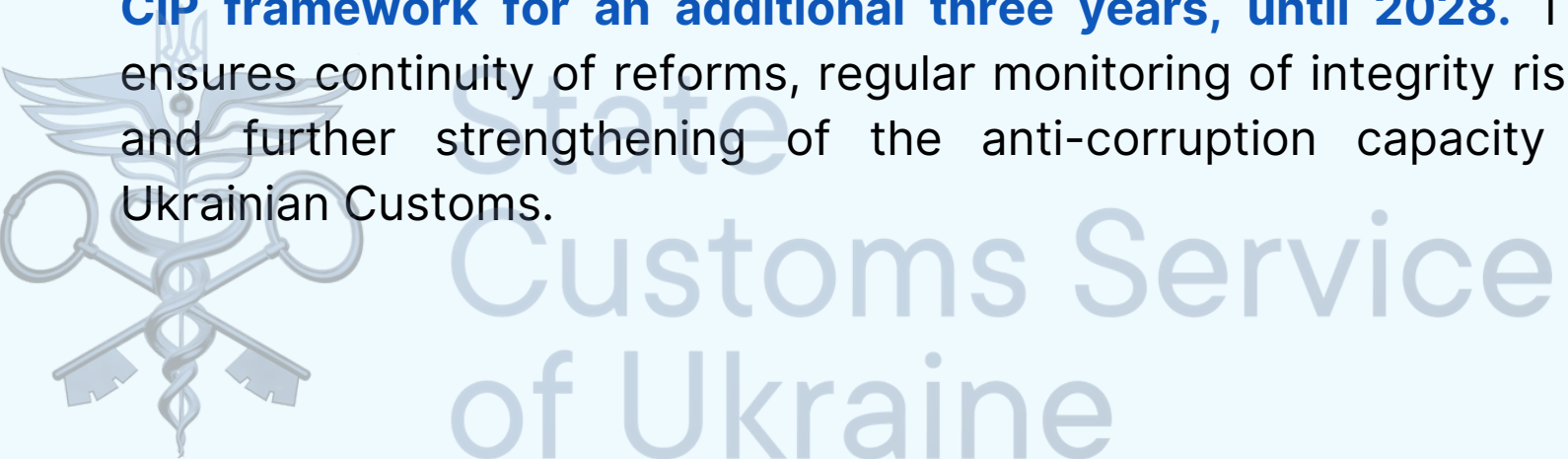
Use of CIPS results, digital platforms, risk analysis, and training programmes to support managerial decision-making, enhance transparency, and strengthen institutional resilience.

Accession to the A-CIP Programme and Implementation of CIPS

The State Customs Service of Ukraine joined the World Customs Organization's Anti-Corruption and Integrity Promotion (A-CIP) Programme in May 2024. This marked an important milestone in strengthening institutional capacity and integrating international integrity standards into Customs operations.

Through cooperation with the **WCO** and with financial support from the **Government of Norway**, the SCS gained access to methodological guidance, international expertise, and independent assessment tools. One of the key outcomes of this partnership was the successful implementation of the **Customs Integrity Perception Survey (CIPS) in 2024 and 2025**.

The strong performance of the Programme and the effective use of CIPS results led to the extension of cooperation under the A-CIP framework for an additional three years, until 2028. This ensures continuity of reforms, regular monitoring of integrity risks, and further strengthening of the anti-corruption capacity of Ukrainian Customs.

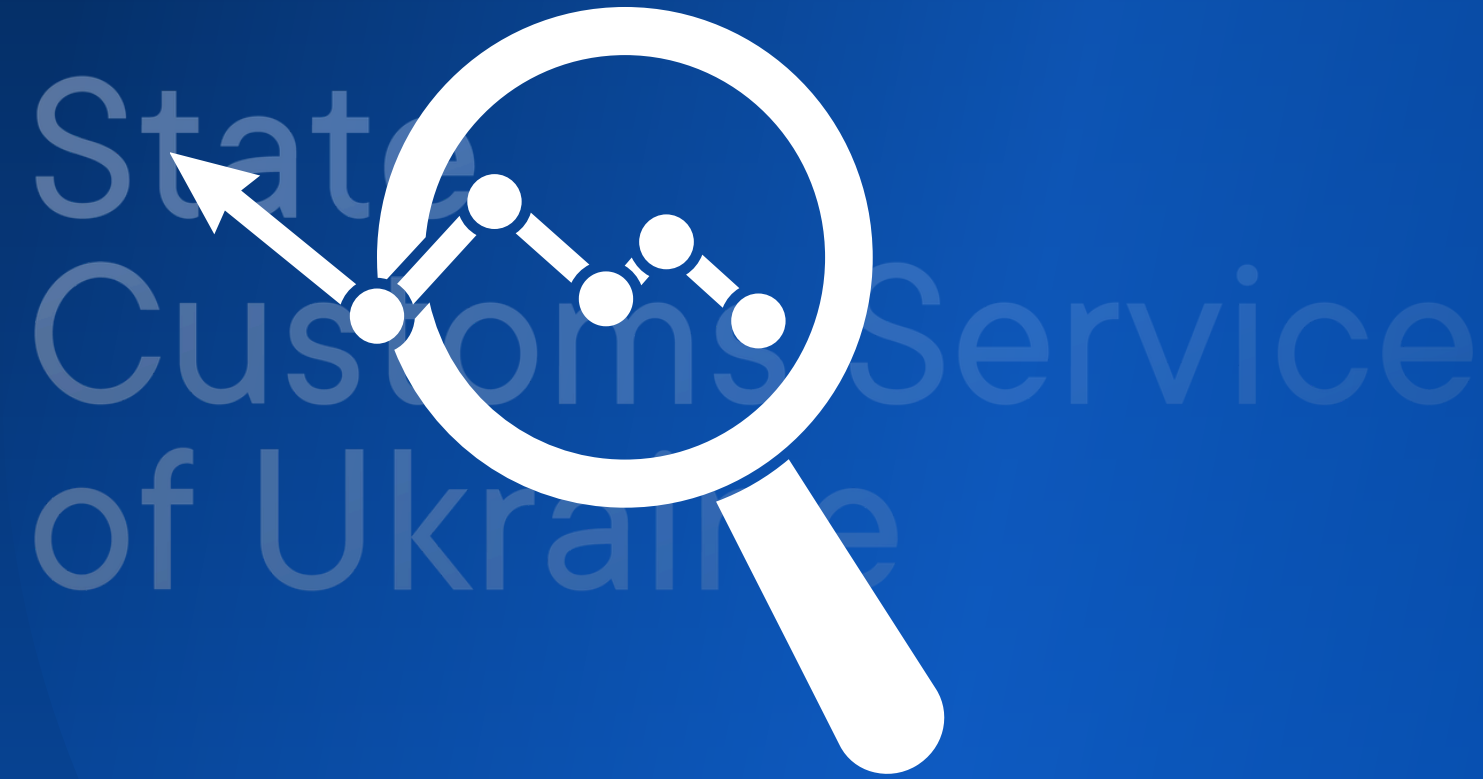
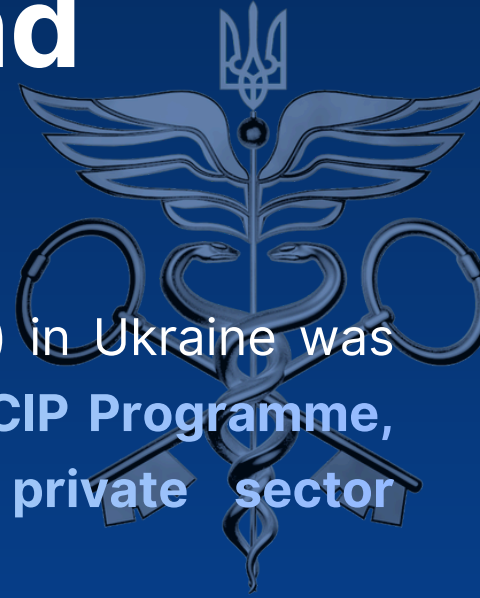


We sincerely appreciate the **World Customs Organization** and **Andrea Hampton** for their continuous support, expert guidance, and open cooperation within the A-CIP Programme. This partnership enables the State Customs Service of Ukraine to implement international integrity standards, strengthen evidence-based reforms, and enhance institutional resilience, even under wartime conditions.

Such cooperation makes a significant contribution to transparency, trust, and Ukraine's European integration.



CIPS I (2024): Key Results and Statistical Confidence



The first iteration of the Customs Integrity Perception Survey (CIPS) in Ukraine was conducted between **2 and 27 September 2024** under the **WCO A-CIP Programme**, collecting responses from **448 Customs officials** and **477 private sector representatives** across five Customs regions.

These sample sizes provide **more than 95 % statistical confidence** that the results broadly reflect the perceptions of both groups.

Key Results

Preliminary findings show that perceptions **between Customs officers and the private sector were largely aligned on several key factors, with both groups expressing generally positive views on leadership, commitment, and progress in modernisation.**

Among **private sector participants, 89 %** said they would refuse or ignore a request for a bribe to expedite Customs procedures, although a small minority indicated they might comply. Meanwhile, **more than 20 % of private sector respondents** did not feel safe reporting corruption, **even as 100 %** of those involved directly in integrity-related investigations reported a positive experience with the process.

Two-thirds of private sector respondents confirmed that they never violate Customs rules despite procedural complexity, while one-third acknowledged challenges due to regulatory complexity.



These data became an important foundation for subsequent CIPS cycles and made it possible to identify priority areas for strengthening integrity, improving procedures, and further digitalising processes within the Customs Service.

The second iteration of the Customs Integrity Perception Survey (CIPS) was conducted between 15 and 30 September 2025 and, for the first time, was implemented entirely in an online format within the framework of the WCO A-CIP Programme.

The online questionnaire was open to Customs officials, business representatives, business associations, civil society, and citizens across Ukraine, significantly expanding geographical coverage and respondent groups and ensuring higher representativeness.



CIPS II (2025):

Nationwide Online Survey and In-Depth Integrity Assessment

According to assessments by World Customs Organization experts, CIPS 2025 collected more than 4,000 responses from Customs officials, representing an 837% increase compared to the first survey, and more than 1,000 responses from private sector representatives, reflecting a 129% increase over the first cycle. The total number of respondents exceeded 5,000, making Ukraine a record holder among A-CIP participating countries.

The fully digital format ensured anonymity and accessibility, significantly strengthening trust among staff and business participants. This enabled a more objective assessment of integrity perceptions and a deeper analysis of internal and external risks within Customs operations.





Integrity Perception and Staff Engagement

CIPS 2025 results showed further improvement in private sector perceptions and growing trust in automated procedures and reporting mechanisms. At the same time, Customs officials reported a decline in overall integrity perceptions compared to 2024, partly due to increased participation of younger staff and non-managerial employees.

The survey also revealed that newer employees and staff with less than five years of experience expressed less positive views than senior and managerial staff. In response, enhanced engagement through the WCO Next Generation Network was recommended to strengthen youth participation and institutional ownership of reforms.



Implementation Gaps and Staff Security

CIPS 2025 identified a perceived “gap between words and action” across key integrity factors. While most respondents acknowledged the existence of anti-corruption mechanisms, not all considered them effective in practice. This highlighted the need for stronger internal communication and more practical implementation of integrity policies.

Particular attention was given to staff security. Approximately 20% of SCS employees reported facing pressure from organised crime, including around 14% psychological threats and 6% physical threats. These findings prompted the development of enhanced protection mechanisms and closer cooperation with national and international partners.



Institutional Impact and Strategic Integration

The results of CIPS 2025 were integrated into the SCS Anti-Corruption Programme for 2026–2028 and linked with the WCO Performance Measurement Mechanism. They are also used for further analysis in cooperation with the private sector, civil society, and international partners.

Overall, CIPS 2025 confirmed the effectiveness of a digital and evidence-based approach to integrity assessment. It strengthened transparency in Customs procedures and became a key instrument for further modernisation of the Ukrainian Customs system and for building trust in public institutions.

Challenges and Lessons

The implementation of the Customs Integrity Perception Survey (CIPS) took place under difficult security conditions, constant threats, and restrictions related to martial law. Missile attacks, air raid alerts, power outages, and limited internet access created additional challenges for organising the survey and ensuring respondents' participation.

At the initial stage, a lack of trust was observed among part of the staff regarding the anonymity and confidentiality of the survey. Concerns about possible negative consequences reduced participation levels. These barriers were gradually overcome through active leadership communication, clear data protection guarantees, and close cooperation with international experts.

A significant challenge was the gap between the existence of formal anti-corruption mechanisms and their practical implementation in daily operations.

This highlighted the need to strengthen the practical application of integrity policies and to better integrate them into management processes and internal procedures.



The experience gained made it possible to draw several important lessons.

Digital tools proved to be a key factor in ensuring objectivity and trust. Continuous, open, and transparent communication helped increase staff engagement.

Strong leadership involvement was essential for the successful implementation of reforms. Engagement with the private sector and civil society enhanced the legitimacy of changes.

At the same time, it was confirmed that building a culture of integrity is a long-term process that requires systematic effort, adequate resources, and sustained international support.

Seminar on KPI Integration and PMM (Krakow, February 2026)



What Took Place

- Joint seminar held with experts of the World Customs Organization;
- Presentation of the Performance Measurement Mechanism (PMM) framework and its dimensions;
- Comparative analysis of PMM and the national performance evaluation system;
- Working sessions on KPI refinement, calculation formulas, data sources, and measurement frequency;
- Alignment of integrity-related indicators within the overall KPI framework;
- Designation of a National PMM Coordinator within the State Customs Service, represented by the Department of International Cooperation.



What It Delivered

- A shared vision of the Customs KPI architecture;
- Clear distinction between strategic and operational indicators;
- A structured methodological basis for institutionalising performance measurement;
- Alignment with international standards and good governance principles;
- Strengthened integration of integrity indicators into the performance system;
- Established institutional focal point for PMM coordination.



Next Steps (Q2 2026)

- **Finalisation of the consolidated KPI list**
- **Adaptation of PMM methodology to the national model**
- **Gradual integration of KPIs into the Customs performance management system**
- **Preparation of proposals for regulatory institutionalisation**
- **Continued cooperation with the WCO (Phase II PMM self-assessment)**



**DEPARTMENT FOR PREVENTION AND
DETECTION OF CORRUPTION
OF THE STATE CUSTOMS SERVICE OF UKRAINE**

**THANK YOU FOR YOUR TIME
AND CONSIDERATION**

