

January 2025 – December 2025

# Annual Report

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# Table of contents

<b>About the Organization</b>	3
<b>Organization`s Mission, Vision and Key Focus Areas and Expertise</b>	4
Mission	4
Vision	4
Our Key Focus Areas	4
ToP in Figures	5
Core Expertise	5
Institutional and Geographic Reach	6
Our Strategic Goals are the following	6
<b>Organisational Recognition and Audit Compliance</b>	8
Organisation-Level Audits	8
Project-Level Audits	8
<b>Institutional Development and Growth in 2025</b>	9
<b>Key Achievements Across 2025</b>	12
Strengthening Ukraine's Recovery Governance and Civic Oversight)	13
Advancing Advancing Fiscal Accountability (Customs and Tax Reforms) and Anti-Corruption Oversight	13
Digital Public Services and AI Capacity for Government	14
Supporting Voluntary Return and Reintegration of Ukrainians	14
Advancing Conflict-Sensitive and Community-Centred Development	15
Strengthening SME Support, Economic Recovery and Export Capacity	15
<b>Project Portfolio Implemented in 2025</b>	16
Project name #1: Recovery Spending Watchdog	16
Project name #2: ACCORD: Accountability and Capacity-building for Customs Oversight and Reform Development	18
Project name #3: Advancing Fiscal Accountability: Monitoring Tax, Audit & Public Spending Reforms, Tracking Ukraine's Reform Progress	20
Project name #4: Integrated Digital Platform for Supporting Ukrainians: Navigation, Reintegration and Voluntary Return to Ukraine	21
Project name #5: Advancing Accountability: Strengthening Ukraine's Policy Framework and Tracking Ukraine's Obligations before International Partners	22
Project name #6: Ukraine Revenue and Expenditure Governance Reforms Operationalized (RevGRO) Activity	24

Project name #7: Strategic Identity Mapping: Community Assets and Meaning as Drivers of Local Development	25
Project name #8: Strategic Analysis of the Customs Sector for Anti-Corruption Strategy	26
Project name #9: AI for Public Sector Efficiency: Enhancing Institutional Capacity through Practical Use of Large Language Models	27
Project name #10: Political Economy and Conflict Sensitivity Analysis (PECSA) of local governance and of tendering processes	28
Project name #11: Study on Integrity Assessments for Category A Civil Servants	30
Project name #12: Cyber Vouchers Administration Grant Program	31
Project name #13: SMEs Business Revitalisation in Ukraine	33
Project name #14: Support for the Establishment of the Central Procurement Organization (CPO) for the Agency for Restoration and Infrastructure Development of Ukraine	34
Project name #15: Creating dashboards and risk management tools for the criminal cases related to business and investment activities	35
<b>Partnerships, Coalitions and Networks</b>	36
Strategic Coalitions	36
Institutional and Analytical Partners	37
Technical and Digital Partners	37
Cooperation with Government Institutions	38
International Development Partners and Donors in 2025	38
Academic, Media, and Civil Society Networks	39
<b>Organizational Structure and Team</b>	39
Governance and Oversight	40
Executive Directorate	40
Core Administrative Departments	40
Key Thematic Streams	41
Human Capital and Expert Network	42
<b>Financial Overview Summary for 2025</b>	42
Annual Financial Overview	42
Breakdown of Project Expenditures	44
Administrative and Core Operational Expenditures, Charitable Contributions (2025)	46
<b>Contact Information</b>	47

# 1. About the Organization

**Technology of Progress (ToP)** is a Ukrainian civil society organization dedicated to advancing accountable governance, digital transformation, and evidence-based policymaking. Established in 2022 by leaders of Ukraine's reform community, ToP brings together experts in public finance, GovTech, procurement, data analytics, recovery oversight, and strategic communications.

Our mission is to strengthen Ukraine's institutions and support inclusive, transparent, and integrity-driven recovery by combining analytical expertise, modern digital tools, and citizen-centric approaches. We work at the intersection of **governance, technology, and public policy**, helping public institutions, municipalities, and communities to make better decisions grounded in data, evidence, and international standards.

ToP operates as a **multidisciplinary expert hub** with strong capabilities in IT development, policy analysis, monitoring and evaluation, public financial management, risk management, anti-corruption oversight, and strategic advisory. Our team includes over **41 experts and practitioners** in 2025 — policy analysts, IT architects, project managers, financial specialists, legal advisers, data scientists, communication experts, and field researchers.

We work with Ukraine's key reform stakeholders — national ministries, parliament, state agencies, municipalities, civil society organizations, academic institutions, and international partners. Our portfolio includes multi-year projects supported by the **European Union, EUACI, EU4PAR, ISAR Ednannia with the support of the Government of Norway and the Government of Sweden, GIZ, the East Europe Foundation with the support of the European Union, Global Affairs Canada, UK International Development, USAID and leading international organisations.**

ToP is committed to professional integrity, ethical governance, and continuous institutional growth. Our work focuses on creating systems that enhance transparency, reduce corruption risks, empower communities, and accelerate Ukraine's movement toward EU standards and global democratic practices.

## 2. Organization's Mission, Vision and Key Focus Areas and Expertise

### Mission

Our mission is to contribute to the **development of Ukraine** as a **transparent, accountable, and technologically advanced** state that makes decisions based on data.

As a civil society organisation, we strengthen the **institutional capacity of public authorities**, support **effective regulation** at both the central and local levels, and develop **digital tools** for transparent management of public finances, recovery processes, and public service delivery.

### Vision

NGO ToP envision a **democratic, innovative, and technologically advanced Ukraine** where citizens, government, and businesses collaborate effectively to achieve good governance and social resilience.

Through open data, digital tools, and civic oversight, we aim to build a system where public resources are managed transparently and reconstruction is both efficient and equitable.

### Our Key Focus Areas

- **Recovery Management, Civil Monitoring, and Regional Development**  
Supporting inclusive reconstruction and enhancing the governance and economic resilience of war-affected communities.
- **Public Financial Management and Anti-Corruption**  
Driving reforms in customs, taxation, and procurement, and supporting Ukraine's EU integration through policy design and oversight tools.
- **Digitalisation of Public Services and G2B/G2C Solutions**  
Designing complex digital products for public institutions and civil society — including platforms for civil monitoring, risk management, business intelligence, and AI-powered tools for governance.

## ToP in Figures:

Years	Number of experts	Number of ongoing projects during the year	Number of national partners (incl. CSOs and gov state bodies)	Number of international partners (funding organisations)
2022	9	3	6	4
2023	16	10	12	8
2024	36	14	13	8
2025	41	14	14	9

## Core Expertise

- **Transparent and Inclusive Recovery:** Development of digital platforms and monitoring tools (e.g. [Big Recovery Portal](#) integrated with DREAM and Prozorro). BRP contains real-time data on over **8,000 reconstruction objects tracked** (on different stages of reconstruction), attracting more than 67,000 unique users in the past year. Through a robust sub-granting mechanism, we empower more than 40 partner CSOs to conduct **independent civic monitoring** of reconstruction sites across the country with over **805 public reports** submitted (66.7% non-critical, 21.9% positive, 5.5% systemic issues). Our approach combines **digital dashboards with key analytical data, risk management modules, and public reporting on monitoring and recovery progress overall** ensuring that recovery funds are spent effectively and transparently.
- **Public Financial Management (PFM), Anticorruption & Think Tank Activities:** With strong expertise in [policy research and analytics](#), ToP conducts cutting-edge research and monitoring in the fields of **customs, taxation, audit, and expenditure oversight**. Plus, **Regional development** - through assignments such as the **Political Economy and Conflict Sensitivity Analysis (PECSA)**, we provide deep insights into local governance, corruption and fraud risks, procurement practices, and reform bottlenecks. These streams strengthen institutional accountability, support Ukraine’s alignment with the **EU acquis (Chapters 16, 29, 32)**, and ensure that fiscal and governance reforms are not only technically sound but also socially inclusive and conflict-sensitive. Also, ToP delivered the “**Strategic Identity Mapping: Community Assets and Meaning as Drivers of Local Development**” is a regional development initiative implemented

with the support of **ISAR Ednannia with the support of the Government of Norway and the Government of Sweden**. The project aims to strengthen the strategic planning capacity of Ukrainian communities by identifying and mobilizing local identity-based assets to inform recovery strategies, improve participatory governance, and enable sustainable, locally driven development.

- **GovTech & Digitalisation:** Our products include **Risk Management Systems (RMS)** for BRP and Agency for Restoration, **Business Intelligence dashboards** for the [criminal cases](#) related to business, [Customs BI](#), and interoperable **open data platforms** integrated with national systems. We also explore the **applied use of Artificial Intelligence (AI) and Large Language Models (LLMs)** in the public sector, providing hands-on training and prototyping of AI-based tools for the governmental stakeholders on policy drafting, regulatory writing, internal reporting, and communication.
- **Inclusivity & Accessibility:** A series of [Accessibility Guides](#) and checklists has been produced to support municipalities, CSOs, and monitoring initiatives in adapting public facilities for people with disabilities and other vulnerable groups. ToP experts are members of the European Investment Bank (EIB) working group, contributing to the assessment of project eligibility criteria for EIB co-financing at the regional level, including evaluation of inclusivity and accessibility requirements.

## **Institutional and Geographic Reach**

Headquartered in Kyiv, with a registered presence and part of its operational team based in Lviv, ToP operates nationwide and has separate consultancy initiatives internationally from Central America to Central Asia, engaging with governments, civil society, academia, and the private sector.

We maintain strategic partnerships with leading IT service provider [MK Consulting](#), and reputable Ukrainian institutions ([KSE Institute](#), [CES](#), EID, [IAA](#)) being part of [RISE Ukraine Coalition](#). Our beneficiaries include the Verkhovna Rada of Ukraine, Cabinet of Ministers (we have partnership relations and/or ongoing projects with most of the ministries), executive agencies, and international partners working on reform streams and different recovery efforts (from economic to infrastructure reconstruction).

## **Our Strategic Goals are the following:**

- Concerted efforts to rebuild Ukraine and enhance capacities of regional

communities for governance, entrepreneurship and social development.

- Advancing digital and technological progress, integrating cutting-edge technologies, and enhancing digital infrastructure (incl. usage of AI).
- Development of an independent think tank and analytical centre to conduct high-quality research, analyse key reform trends, and ensure independent oversight and advocacy in the area of public financial management (PFM).
- Strengthening civil society through development of civil society institutions and inclusive state-civil society-business-academia dialogue to drive reforms.
- Improving the Business Climate by fostering entrepreneurship by enhancing support for SMEs and advancing digitalization to drive business innovation and growth.
- Public administration reform in accordance with the EU standards to accelerate Ukraine's EU integration.
- National and international cooperation to achieve goals and mobilize public support.

ToP has extensive **experience in designing and implementing projects** related to:

- Economic growth, post-war recovery, and improvement of the business climate, including support for SMEs and entrepreneurship;
- Digitalisation of public services, open data initiatives, and development of IT-based solutions (e.g. civil monitoring platforms, risk management tools, business intelligence systems, integration of AI solutions);
- Public financial management (PFM), with a strong focus on tax, customs, procurement reforms, fiscal oversight, and alignment with EU acquis (Chapters 16, 29, 32);
- Damage assessment and prioritisation of reconstruction needs, including tools and standards for transparency, inclusivity, and accessibility;
- Public administration reform, anti-corruption advocacy, and independent analytical support for policy-making and institutional accountability;
- Development and operation of a policy-oriented analytical centre to conduct research, monitor reform progress, and inform evidence-based decision-making.

### 3. Organisational Recognition and Audit Compliance

NGO “Technology of Progress” demonstrates a strong track record of financial transparency and accountability, confirmed by successful completion of both organisation-level and project-specific audits conducted by recognised independent and international audit bodies.

#### 1. Organisation-Level Audits



Name

GIZ HQ

*International Commercial Eligibility Audit*



Result

Passed



Date

16 June 2025



Name

Marinchenko & Partners

*External Audit of Financial Statements (FY2024)*



Result

Passed



Date

8 July 2025

#### 2. Project-Level Audits



Name

EU Delegation to Ukraine (EUDEL)



Project

Accountability and Capacity-Building for Customs Oversight and Reform Development



Scope

Expenditure Verification (2023–2025)



Result

Passed



Date

04 January 2026

 <b>Name</b>	European Union Anti-Corruption Initiative (EUACI)		
 <b>Project</b>	Advancing Fiscal Accountability: Monitoring Tax, Audit & Public Spending Reforms, Tracking Ukraine's Reform Progress		
 <b>Scope</b>	Expenditure Verification		
 <b>Result</b>	Passed	 <b>Date</b>	26 September 2025

 <b>Name</b>	ISAR Ednannia		
 <b>Project</b>	Strategic Identity Mapping: Community Assets and Meaning as Drivers of Local Development		
 <b>Scope</b>	Expenditure Verification		
 <b>Result</b>	Passed	 <b>Date</b>	08 November 2025

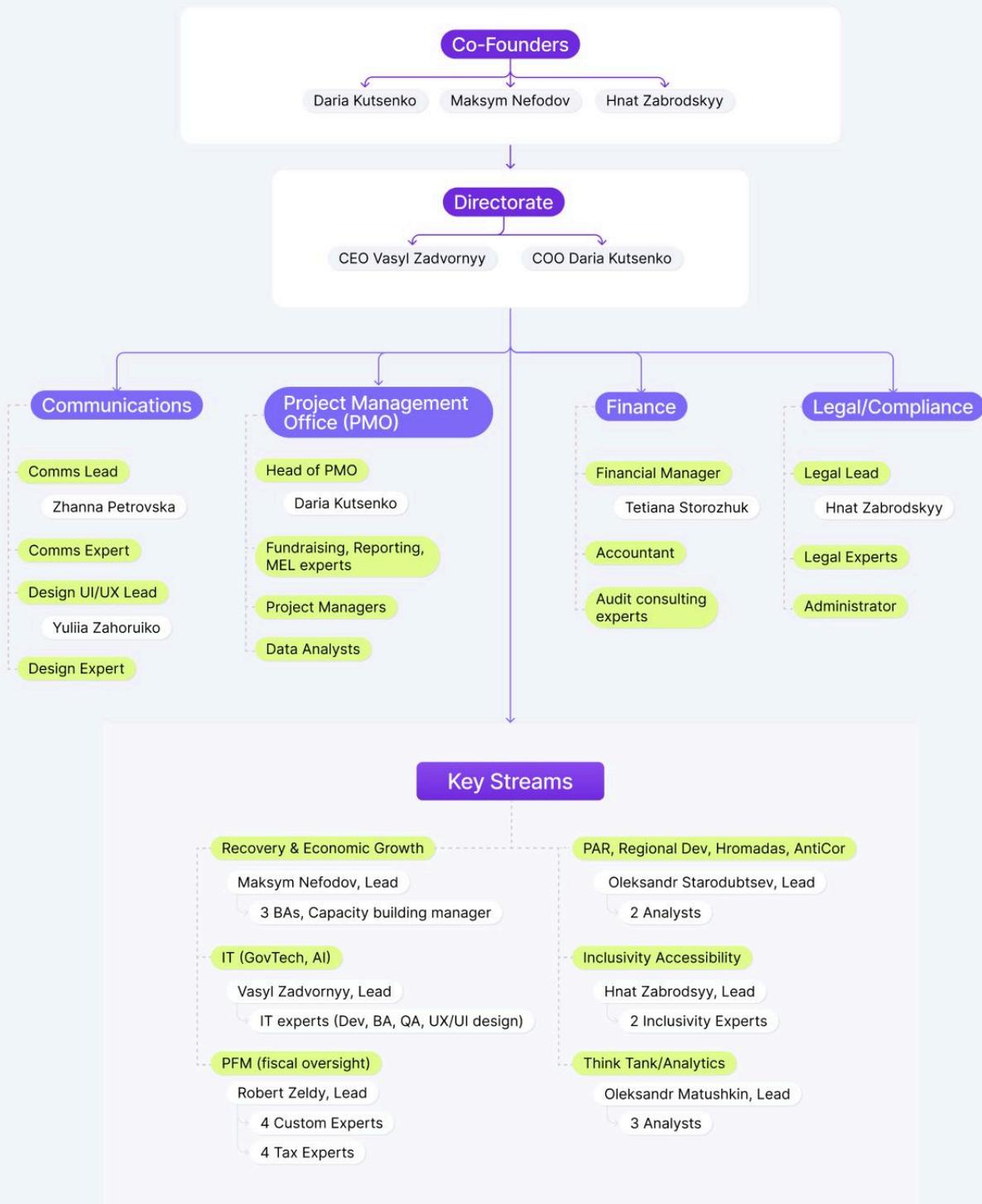
 <b>Name</b>	EU Delegation to Ukraine (EUDEL)		
 <b>Project</b>	Recovery Spending Watchdog		
 <b>Scope</b>	Expenditure Verification (2023–2025)		
 <b>Result</b>	Passed	 <b>Date</b>	31 January 2026

These results affirm ToP's capacity to manage donor funds responsibly, ensure compliance with international standards, and maintain full audit readiness across both institutional and project operations.

## 4. Institutional Development and Growth in 2025

A renewed organisational structure was introduced, reflecting a clear separation of governance, executive, and operational functions.

# Supervisory Board



In 2025, NGO “Technology of Progress” achieved a new level of institutional maturity, expanding its organisational capacity, professionalising internal systems, and strengthening its multidisciplinary expert ecosystem. The organization grew to **10 staff members** and **34 engaged individual experts**, combining policy, governance, IT, analytical, legal, communication, financial-management, and project-management

competencies. This growth enabled ToP to implement a significantly broader project portfolio while maintaining high standards of operational integrity and donor compliance.

The **Supervisory Board** represented by the **three Co-Founders** (Max Nefedov, Daria Kutsenko, Hnat Zabrodskyy)—provides strategic oversight, while the **Directorate** (CEO, Vasyl Zadvornyy & COO, Daria Kutsenko) ensures executive leadership and coordination. ToP strengthened its functional pillars through four core offices:

- **Project Management Office (PMO)**, responsible for programme delivery, reporting, MEL, and donor coordination;
- **Finance and Accounting Office**, overseeing budgeting, accounting, expenditure verification processes, and audit readiness;
- **Legal & Compliance Office**, managing contractual frameworks, regulatory alignment, data protection and anti-corruption safeguards;
- **Communications Office**, responsible for strategic communication, design, and stakeholder engagement.

ToP further expanded its expert ecosystem through the creation and formalisation of **Six Key Streams**, each led by senior experts:

- **Recovery & Economic Growth**
- **IT/GovTech/AI Development**
- **Public Finance Management (PFM)**
- **PAR, Regional Development**
- **Inclusivity & Accessibility**
- **Think Tank, Analytics & Anti-Corruption.**

These streams brought together **Program directors, Key and Senior Experts, project managers and business analysts, IT experts (BAs, DAs, Devs, Designers, QAs, etc.), sector specific experts (tax, customs, PAR, inclusivity, etc), policy analysts, and capacity-building managers**, enabling cross-project integration and rapid mobilisation of expertise for complex reform agendas.

Throughout 2025, under supervision and guidance of the external auditor, ToP invested in upgrading internal policies, enhancing procurement and financial-control

procedures, strengthening digital security practices, and improving data-management protocols to be aligned with international best practices and have zero-tolerance to any kind of potential violations. The organisation also expanded its pool of external experts, subcontractors, and partner consultants, creating a flexible and scalable delivery model capable of supporting large multi-year donor programmes.

Overall, 2025 marked a year of institutional consolidation and strategic growth, positioning ToP as a mature, resilient, and high-capacity organisation able to deliver complex technical-assistance projects and support national-level reforms across multiple sectors.

In 2025, ToP also completed a major upgrade of its internal governance system by formally adopting a full set of organisational policies and regulations that ensure transparency, accountability, and ethical conduct across all operations. During the year, the organisation approved the number of policies which [publicly available on the ToP web site](#) :

- **Anti-corruption Policy,**
- **Human Resources Policy,**
- **Payment Initiation and Execution Policy,**
- **Privacy Policy,**
- **Policy on the Duty of Care,**
- **Policy on Conflict of Interest,**
- **Business Travel Policy,**
- **Regulations on the Ethics Committee,**
- **Policy on Procurement of Goods, Works and Services,**
- **Corporate Ethics Policy, and**
- **Financial and Accounting Policy.**

Additionally, the organisation adopted the **Regulations on the Supervisory Board**, completing the framework for robust institutional governance and compliance.

## 5. Key Achievements Across 2025

In 2025, NGO “Technology of Progress” significantly expanded its institutional and programmatic footprint, delivering high-impact results across recovery monitoring, public finance reform, customs transparency, digital governance, and community development. The year was marked by strengthened cooperation with European Union, EUACI, EU4PAR, ISAR Ednannia with the support of the Government of Norway and the Government of Sweden, GIZ, the East Europe Foundation with the support of the European Union, Global Affairs Canada, UK International Development, as well as maintain strategic partnerships with leading IT service provider [MK Consulting](#), and reputable Ukrainian institutions ([KSE Institute](#), [CES](#), EID, [IAA](#)) being part of [RISE Ukraine Coalition](#). The organisation successfully advanced evidence-based policymaking, digital transformation initiatives, and analytical monitoring essential for Ukraine’s recovery and EU accession pathway.

## 5.1 Strengthening Ukraine’s Recovery Governance and Civic Oversight

- The [Big Recovery Portal \(BRP\)](#) reached full operational maturity, integrating improved dashboards, procurement visualisation, multilingual data, and enhanced UI/UX.
- Over **8,000 reconstruction projects** were openly published on BRP, with active real-time monitoring mechanisms.
- A national network of **30+ civil society organisations** continued structured monitoring under the sub-granting mechanism, contributing to the monitoring of **805** recovery sites, including **73 in active monitoring** and **732 with completed assessments**, resulting in **908 submitted monitoring reports across 740 objects**.
- BRP’s risk-management tools were updated to ensure stronger alignment with Prozorro and DREAM, supporting reconstruction transparency at the national level.

## 5.2 Advancing Advancing Fiscal Accountability (Customs and Tax Reforms) and Anti-Corruption Oversight

- Under the **ACCORD** programme, ToP advanced key deliverables:
  - Comprehensive [Customs’ KPIs Report](#) and data-base [BI system](#),

- [Shadow report](#),
  - [Customs Monthly Digests](#),
  - training programmes and sub-grants for regional watchdog organisations, and
  - expanded **legislative monitoring framework** (annual reports).
- ToP experts delivered an **independent strategic analysis for the NACP** (commissioned via Transparency International Ukraine), informing the upcoming **Anti-Corruption Strategy 2026–2030: [program for public discussion of AC Strategy on Customs sphere](#), SECTION II. PREVENTION OF CORRUPTION IN PRIORITY AREAS [2.7. Customs draft for public discussion](#)**
- [Tax Monthly Digests](#)
  - [National-level TOP-business representatives surveys](#) were conducted, providing data-driven insights into business perceptions of fiscal reforms.
  - ToP ensured continuous monitoring of reform benchmarks under the **Ukraine Facility Plan** and **IMF EFF**, supporting stronger parliamentary and institutional oversight
  - Conducting **Regular Honest Discussions Pro Fiscal reforms** - gathering representatives from the GoU (ministries, respective central executive bodies, Parliament committees and commissions), Business and Business Associations, CSOs and media.

### 5.3 Digital Public Services and AI Capacity for Government

- Under **EU4PAR II**, ToP experts initiated Ukraine’s first practical programme on responsible **use of large language models (LLMs) for public administration**.
- **AI roadmaps, prototyping assignments, and tailored training** for public officials from different governmental entities and sector-specifics - strengthened institutional readiness for AI-enabled workflows aligned with digital governance and data protection standards.

### 5.4 Supporting Voluntary Return and Reintegration of Ukrainians

- ToP launched the project on development of **Integrated Digital Platform for**

**Supporting Ukrainians** (under **GiZ** funding), aimed at designing a unified **digital ecosystem for voluntary return, reintegration, and service navigation**.

- Conducted user profiling, national and international stakeholder mapping, and analysis across current support programs and services relevant to Ukrainians abroad and IDPs.

### 5.5 Advancing Conflict-Sensitive and Community-Centred Development

- ToP led the **Political Economy and Conflict Sensitivity Analysis (PECSA)** under Global Affairs Canada/Cowater, delivering critical insights for recovery governance and infrastructure procurement in post-conflict settings.
- The **Strategic Identity Mapping** project (**ISAR Ednannia**) initiated a new methodology to integrate community identity, cultural assets, and participatory planning into local development strategies.

### 5.6 Strengthening SME Support, Economic Recovery and Export Capacity

- In partnership with **KSE and UK International Development**, ToP contributed to the updated **Online Entrepreneur's Cabinet** in the Diia.Business ecosystem.
- Continued support for export initiatives, business revitalisation programmes, and operationalisation of the **Diia.Business Warsaw hub**.
- The national **Survey on Women Entrepreneurs in War Conditions** remained a reference analytical product for gender-responsive SME policies.

## 6. Project Portfolio Implemented in 2025

 <b>Project name #1</b>	Recovery Spending Watchdog
 <b>Donor</b>	European Union
 <b>Funding amount</b>	867 920 EUR - NGO ToP part (2 176 580 EUR overall grant project - implemented in consortium with NGO CES, IED)
 <b>Implementation period</b>	June 2023 – December 2025

ToP teamed up with NGO Centre for Economic Strategy and NGO Institute for Economic Research and Policy Consulting to implement this project aimed at providing a well-organized and real-time monitoring of recovery spendings by the civil society.

### Project objectives:

- to define major recovery spending guidelines based on international experience via analysis of the post-war and natural disasters cases, where the government, the private capital and international donors resources were involved;
- to monitor the reconstruction spending from publicly available sources;
- to ensure open access to reconstruction information within the Ukrainian society by creating a special online instrument – the [Big Recovery Portal](#);
- to assist the Ukrainian government in making better decisions on funding the recovery by providing regular monitoring reports on reconstruction spending.

One of the main tasks is to monitor reconstruction spendings based on data from publicly available sources and ensure open access to reconstruction information within Ukrainian society by creating a special online instrument – the Big Recovery Portal (BRP). ToP is responsible for the software development of the BRP which is a central pillar of the Project. The pilot version of BRP was launched in late December 2023, the current development stage was finalized in September 2024 and beta-testing was completed. As of June 2025, the platform hosts over 8,000 publicly accessible recovery projects, with real-time updates and growing user engagement —

over 67,000 unique users within the past year.

Through a robust sub-granting mechanism, 30+ civil society organizations (CSOs) are currently conducting independent monitoring of 805 recovery sites including 73 in active monitoring and 732 with completed assessments, resulting in 908 submitted monitoring reports. Among them, (69.1% non-critical, 21.9% positive, 5.5% systemic issues). Monitoring coverage confirms BRP's operational maturity and its value as a civic accountability tool.

BRP is deeply integrated into Ukraine's recovery infrastructure, both technically and institutionally. It has been granted free hosting by the State-Owned Enterprise Diia on Microsoft Azure and is fully interoperable with Prozorro eProcurement system and the national DREAM system Ukraine's Digital Restoration Ecosystem for Accountable Management.

Also, BRP introduced improved dashboards for object tracking and procurement visualization, updated risk management tools, and ensured full alignment of tender data with Prozorro eProcurement system. The platform's usability was enhanced through UI/UX updates and multilingual data standardization.

Regular and coordinated outreach activities have been consistently carried out, ensuring ongoing public engagement and visibility of the project's results, including the publication of over 60 analytics articles, 100+ social media publications, civic workshops, and partnerships with local media, municipalities, and academia. These efforts have reinforced BRP's role as a trusted digital instrument supporting transparency, citizen oversight, and informed donor coordination in Ukraine's recovery process.



**Project Materials [Recovery Spending Watchdog Summary Presentation \(January 2025\)](#).**

 <b>Project name #2</b>	ACCORD: Accountability and Capacity-building for Customs Oversight and Reform Development
 <b>Donor</b>	European Union
 <b>Funding amount</b>	654 838 EUR - NGO ToP part (1 300 000 EUR overall grant project - implemented in consortium with NGO IAA)
 <b>Implementation period</b>	December 2023 – December 2026 (ongoing)

ToP teamed up with NGO Institute of Analytics and Advocacy to implement this project aimed at improving transparency, accountability, and efficiency of the State Customs Service of Ukraine, as well as modernizing its activities in accordance with EU standards and requirements.

### The project tasks are focused on the four main areas:

- Increasing awareness and competencies of non-governmental organizations and anti-corruption watchdogs regarding customs operations;
- Implementation of public analytical BI tool for objective assessment of the effectiveness of customs authorities and the activities of the customs service as a whole;
- Monitoring the progress of legislative and institutional reforms on the path to bring Ukrainian customs closer to EU standards;
- Strengthening dialogue and cooperation between the government, general public, and business aimed at effective customs reform and bringing customs operations up to the EU standards.

### Project Results:

- Developing and conducting **watchdog training programs** (IAA);
- Engaging **regional CSOs** in monitoring Customs through **sub-granting** mechanism (IAA);
- Preparation of **Annual Shadow Reports** on Customs operations;
- Developing **Assessment Report** on the current state of the Ukrainian Customs administration;

- **Customs' KPIs Report:** a comprehensive needs assessment study to identify KPI metrics to monitor and assess Customs operations;
- Development of **BI tool** for visualizing, monitoring, and assessing customs operations against the KPI;
- Analysis and monitoring of the existing legislative base and legislative change;
- Developing and executing wide-public and media engagement strategy (in cooperation with IAA);
- Assessment of the effectiveness of the existing **coordination mechanism** of the customs administration with civil society / business and development of proposals to strengthen the existing stakeholder consultation mechanism (IAA);
- Developing **Index of Potential Customs Fraud, Smuggling and Corruption Risks**;
- Organisation of online/offline multi-stakeholder discussions, events, and feedback sessions.

**Key analytical materials on Customs:** under [the link](#).

**Project website:**

- **Customs BI (based on KPIs report):** <https://uaprogress.tech/en/customs>
- **Customs Digests:** <https://uaprogress.tech/en/analytics?tab=2>
- **Shadow Reports (partially used by EUDEL enlargement reports):**



**2024:** [https://assets.ctfassets.net/ymxt0u8ddakq/50kzJxBixPEW2FYL6dj44n/22b11da850fb20dfc5c088da5f36d4e5/SHADOW\\_REPORT.pdf](https://assets.ctfassets.net/ymxt0u8ddakq/50kzJxBixPEW2FYL6dj44n/22b11da850fb20dfc5c088da5f36d4e5/SHADOW_REPORT.pdf)



**2023:** [https://downloads.ctfassets.net/ymxt0u8ddakq/4ZgQ1bV8MTqSJsg170dbbY/d7de0b524005780c36ef5506b5607317/shadow\\_report\\_for\\_2023\\_en.pdf](https://downloads.ctfassets.net/ymxt0u8ddakq/4ZgQ1bV8MTqSJsg170dbbY/d7de0b524005780c36ef5506b5607317/shadow_report_for_2023_en.pdf)

 <b>Project name #3</b>	Advancing Fiscal Accountability: Monitoring Tax, Audit & Public Spending Reforms, Tracking Ukraine's Reform Progress
 <b>Donor</b>	European Union (via EU Anti-Corruption Initiative – EUACI)
 <b>Implemented within the framework of</b>	National Call for Supporting Anticorruption Advocacy and Analytics Regarding EU Accession
 <b>Funding amount</b>	EUR 70,000
 <b>Implementation period</b>	April – December 2025
 <b>Implementer</b>	NGO ToP's

In 2025, ToP experts launched an independent monitoring and analysis initiative to support anti corruption efforts, fiscal reform, and alignment with the EU acquis in Ukraine's public finance sector. The project focuses on tax administration, public audit, and expenditure oversight, and aims to improve institutional accountability and evidence-based policymaking.

The key issue addressed by the project is the lack of regular, structured, and independent analytics that would allow MPs, government institutions, and international partners to track Ukraine's reform progress, identify corruption risks, and make informed decisions. The project seeks to fill this gap by introducing data-driven monthly digests and survey-based insights for all key stakeholders.

**ToP's experts conduct a comprehensive analysis that includes:**

- Monitoring the implementation of reform benchmarks under the Ukraine Facility Plan and IMF programs (e.g., digitalization of the Tax Service, audit reform, BES leadership selection);
- Publishing **Tax Digests: monthly analytical digests on tax**, audit, and financial control;
- Organizing **2 Honest Discussions PRO on Taxes** followed by anti corruption recommendations;

- Conducting **2 national surveys** among business leaders and experts on the real-world impact of fiscal reforms.

This project supports Ukraine’s commitment to align with EU Chapters 16 and 32 (Taxation and Financial Control) and contributes to strengthening transparency, integrity, and effectiveness in fiscal governance. Through structured insights and stakeholder dialogue, the initiative promotes better-informed reforms that are trusted both domestically and internationally.

 <b>Project name #4</b>	<b>Integrated Digital Platform for Supporting Ukrainians: Navigation, Reintegration and Voluntary Return to Ukraine</b>
 <b>Donor</b>	<b>Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH</b>
 <b>Implementation period</b>	<b>2025–2026 (ongoing)</b>
 <b>Funding amount</b>	<b>EUR 149,998,60</b>
 <b>Implementer</b>	<b>NGO “Technology of Progress” (ToP)</b>

## Project Summary

The project aims to develop an integrated digital platform designed to support Ukrainians residing in EU Member States with reliable information, personalised navigation, and access to essential services throughout the process of voluntary return and successful reintegration into Ukrainian communities. The initiative introduces a unified digital entry point that consolidates resources and services provided by governmental, municipal, international, and civil society actors engaged in return and reintegration processes.

The project addresses a systemic gap: the absence of a coordinated mechanism and a single digital interface offering clear guidance, service mapping, and personalised support for Ukrainians planning their return home. Despite the availability of fragmented initiatives, no comprehensive digital ecosystem exists to streamline return-related information and services.

## Key Objectives

The project focuses on delivering an evidence-based, interoperable, and user-centred solution through the following tasks:

- Conducting user **profiling** to identify the needs and behavioural patterns of different groups of potential returnees (families, professionals, students, vulnerable groups).
- **Mapping stakeholders and services** across Ukraine, Germany, Poland, Czech Republic, and Moldova to identify gaps, duplications, and responsibilities.
- Assessing **existing digital and offline service ecosystems** (Diia, UISSS, e-Consul, UNHCR tools, NGO initiatives) to explore integration potential.
- Developing **prototypes and the technical concept** of the future platform in line with GovStack principles and national digital architecture standards.
- Preparing a **full technical documentation package** (architecture, MVP description, ToR, security protocols) required for the platform’s development and piloting.
- Conducting **international consultations** and validation events in Poland, Ukraine, and online to secure alignment with government institutions, donors, diaspora networks, and international partners.

## Impact

The project combines analytical research, digital architecture design, and multi-stakeholder coordination to lay the foundation for a future national platform that will enable safe, informed, and dignified voluntary return of Ukrainians. It will also support long-term reintegration by improving policy coherence, service accessibility, and community preparedness.

 <b>Project name #5</b>	<b>Advancing Accountability: Strengthening Ukraine’s Policy Framework and Tracking Ukraine’s Obligations before International Partners</b>
 <b>Donor</b>	<b><u>Pro-Integrity (Promoting Integrity in the Public Sector Activity)</u> program by DAI GLOBAL LLC (funded by the USAID and UK FCDO)</b>
 <b>Funding amount</b>	<b>USD 276,180</b>
 <b>Implementation period</b>	<b>September 2024–September 2025 (terminated due to USAID exit)</b>

The Project aims to close knowledge and communication gaps among the Ukrainian and international stakeholders about Ukraine's progress in reforms and international obligations under the current financial support programs by the IMF (Extended Arrangement Under the Extended Fund Facility), the European Union (Ukraine Plan under the new financial instrument Ukraine Facility), the World Bank (the Development Policy Loan – DPL), the United States of America and other foreign governments and/or international organizations.

The primary goal of this project is to provide analytical support to the Verkhovna Rada of Ukraine (including the Parliamentary Temporary Investigative Commission on Economic Security); to facilitate professional dialogue among MPs, government officials, subject matter experts and civil society; to offer qualitative policy analysis and to track Ukraine's progress in implementing its international obligations.

We seek to enhance Ukraine's compliance with international financial obligations, advocate for effective anti-corruption measures, and promote transparency and accountability in Ukraine's interactions with key international financial institutions (IFIs - such as the IMF, the World Bank, etc.) and development partners (such as US government and other foreign governments, EU Commission, etc.), and improve tracking of international financial commitments by the Ukrainian stakeholders.

**In pursuit of the above goal the Project will:**

- produce [32 Weekly Newsletters](#) to cover Ukraine's progress and challenges in implementing reforms and its key international obligations, fiscal capacity, growth potential and other defined topics that currently lack proper research coverage and independent evaluation;
- produce [10 Monthly Analytical Reports](#) on the defined topics ([customs](#) / [SOEs](#)/[SPFU](#)/ ARMA or any other topics up to request of the TIC) to showcase Ukraine's progress and challenges in implementing reforms and its key international obligations;
- develop the Online Tracker of Ukraine's international obligations before IFIs and other international partners to visually demonstrate the current status of Ukraine's implementing these obligations;
- conduct 3 [Expert Panel Surveys](#) on progress in fighting corruption, potential business pressure, integrity and other topics of interest. The Expert Panel will

represent owners/ top management of large businesses;

- organize **2 events** to foster dialogue among lawmakers, government officials, subject matter experts, civil society, IFI and development partners' representatives on Ukraine's progress and challenges in implementing its international obligations.

*(in spite of project termination - weekly newsletters and Customs digests are still continued due to the growing target audience and high interest to the topic)*

 <b>Project name #6</b>	Ukraine Revenue and Expenditure Governance Reforms Operationalized (RevGRO) Activity
 <b>Donor</b>	USAID (implemented by DAI Global LLC)
 <b>Funding amount</b>	358 000 USD (for the first contract)
 <b>Implementation period</b>	December 2024 – November 2027 (terminated due to USAID exit)

The RevGRO Activity is a large-scale Public Financial Management (PFM) reform project funded by USAID and implemented by DAI Global. It is designed to strengthen Ukraine's fiscal resilience, transparency, and accountability by supporting reforms in revenue mobilization, public expenditure, and civic engagement in fiscal policy.

NGO Technology of Progress was selected to contribute under Objective 1 and Objective 3 of the Activity:

- **Revenue Mobilization:**

Co-leading the development of the State Customs Service Institutional Reform Roadmap, including technical support on re-attestation, business process modernization, digitalization, and regulatory alignment with EU standards.

- **Fiscal Policy Engagement and Oversight:**

Supporting private sector engagement in tax and customs policy, and promoting civic oversight tools, including contributions to improving transparency features of the Big Recovery Portal.

The Reform Roadmap was to address priority areas such as the selection of new Customs leadership, post-2021 administrative reforms, enhanced data analytics for

fiscal planning, HR development, and strategic digitalization of the State Customs Service.

 <b>Project name #7</b>	Strategic Identity Mapping: Community Assets and Meaning as Drivers of Local Development
 <b>Donor</b>	ISAR Ednannia (within Lot 1: Research for Supporting Reforms and Civil Society Development)
 <b>Funding amount</b>	UAH 600,000 (appr. 14,300 USD)
 <b>Implementation period</b>	August – December 2025
 <b>Implementer</b>	NGO Technology of Progress (ToP)

### Project Summary:

This research-driven project pilots an **innovative methodology for strategic identity mapping for two hromadas** in diverse Ukrainian communities. The initiative aims to demonstrate how a deep understanding of local meanings, narratives, and community assets can serve as a foundation for **inclusive local development, strategic planning, and trust-based civic engagement**. Building on previous work within the **Terra Integritatis** initiative which was implemented with the support of U-LEAD with Europe and the EU Anti-Corruption Initiative (EUACI), the project introduces the concept of **identity-driven governance** a model where local policies and development initiatives are shaped by the community's own cultural DNA, values, and symbolic infrastructure.

The project equips local communities with practical instruments to articulate their strategic identity, transforming cultural heritage, collective narratives, and shared values into tangible resources for development. By combining participatory facilitation with rigorous analytical methodologies, it translates abstract concepts of identity into actionable, community-driven initiatives.

### Project Objectives:

- Facilitate a series of inclusive dialogues to identify proactive local actors and foster sustained participatory development conversations in each selected community;

- Conduct interpretive mapping of local identity and assets using mixed methods (interviews, desk research, interpretive anthropology, cultural analysis);
- Co-create structured “Maps of Community Meaning and Assets” as strategic tools for planning, cultural development, and local policy design;
- Support community groups in developing actionable “Roadmaps for Local Development,” grounded in identity and local strengths;
- Systematize and document the methodology as a scalable framework for use by other municipalities and civil society actors;
- Integration of research findings into local recovery and development strategies in accordance with national regulations (CMU Resolutions No. 1159 and No. 816).

**Impact:**

This project enhances the capacity of local governments and civic actors to co-create meaningful development strategies rooted in local identity. It contributes to a more inclusive, value-based approach to recovery and local governance, especially in post-conflict contexts. The project will provide replicable case studies and serve as a methodological reference for scaling the identity-driven governance model across Ukraine. This approach strengthens social cohesion and enables communities to design recovery and development strategies that are both context-specific and sustainable.

***Implemented projects by NGO ToP and its experts***

 <b>Project name #8</b>	Strategic Analysis of the Customs Sector for Anti-Corruption Strategy
 <b>Donor</b>	Transparency International Ukraine (on behalf of the NACP)
 <b>Implementation period</b>	March – December 2025
 <b>Implementer</b>	Implemented by NGO ToP experts, contracting through TIU

Conduct an **in-depth policy study** to support the National Agency on Corruption Prevention (NACP) in **identifying systemic corruption risks within Ukraine’s**

**customs sector.** The project was commissioned and funded through Transparency International Ukraine and implemented in accordance with NACP’s methodology for high-risk sectoral analysis.

The findings will directly inform the development of Ukraine’s **new Anti-Corruption Strategy** and the **State Anti-Corruption Programme 2026–2030**. The research assessed institutional functions, legal gaps, and reform dynamics in the customs system, benchmarked against EU standards. ToP also provided expert support during consultations and helped shape targeted recommendations for strategic planning. The project supports Ukraine’s anti-corruption reform commitments and EU integration goals under **Chapter 29 of the EU acquis**.



**Project Materials:** [program for public discussion of AC Strategy on Customs sphere,](#)



**SECTION II. PREVENTION OF CORRUPTION IN PRIORITY AREAS [2.7. Customs draft for public discussion](#)**

 <b>Project name #9</b>	AI for Public Sector Efficiency: Enhancing Institutional Capacity through Practical Use of Large Language Models
 <b>Donor</b>	European Union (under EU4PAR II)
 <b>Funding amount</b>	EUR 18,000
 <b>Implementation period</b>	June - September 2025
 <b>Implementer</b>	NGO ToP’s experts

The Project aims to strengthen the institutional capacity of Ukraine’s public authorities for the responsible and effective use of artificial intelligence (AI), with a particular focus on practical applications of large language models (LLMs) such as ChatGPT, Claude, and Gemini, etc. The initiative supports public servants in enhancing administrative efficiency, improving public service delivery, and advancing data-driven decision-making in line with legal, ethical, and data protection standards.

The primary goal is to equip central and regional public administration professionals with practical skills to integrate AI solutions into their daily work.

In pursuit of this goal, the Project will:

- Implement **2 courses structured AI-focused training programme for public officials**: policy officers, legal experts, HR specialists, and administrative personnel, tailored to their institutional roles and tasks;
- Provide **expert consultations, practical assignments, and prototyping of AI-based micro-tools** (automation templates, document processing prompts, communication scripts);
- Develop institutional **AI implementation roadmaps** for participating government bodies;
- Focus on core use cases such as document drafting, regulatory writing, internal reporting, and public communication;
- **Emphasise data privacy, legal compliance, and ethical safeguards** throughout all stages of training and implementation.

The methodology is designed to be scalable and replicable through the NAUCS and integrated into broader public service training ecosystems. The Project also contributes to Ukraine’s commitments under Chapter 10 of the EU acquis (Information Society and Media), the Law of Ukraine “On Digital Development”, and the Digital Transformation Strategy 2020–2030. Additionally, it supports public administration reform targets within the Ukraine Facility and the IMF Extended Fund Facility (EFF).

 <b>Project name #10</b>	Political Economy and Conflict Sensitivity Analysis (PECSA) of local governance and of tendering processes
 <b>Donor</b>	Global Affairs Canada/ CoWater
 <b>Funding amount</b>	n/a (implemented by NGO ToP experts, contracting through KSE)
 <b>Implementation period</b>	July – October 2025

As part of the **U-RESTORE initiative** funded by Global Affairs Canada and

implemented by Cowater International, this project delivers a political economy and conflict sensitivity analysis (PECSA) of local governance systems and procurement practices in post-conflict Ukraine. It supports the project's inception phase by providing practical, field-driven insights to inform inclusive and conflict-sensitive recovery planning, infrastructure tendering, and governance reform.

### **Project objectives:**

- To assess political, institutional, socio-economic, and conflict-related constraints affecting the development, implementation, and monitoring of **Hromadas' Local Recovery Plans** in selected regions.
- To examine how power **dynamics, conflict-related factors, and risks** of exclusion influence the development and implementation of local recovery frameworks, particularly within decentralized governance arrangements and public procurement processes.
- To analyze **local tendering processes** for small-to-medium-sized social infrastructure projects (schools, clinics, community centres) in terms of fairness, transparency, and corruption risks.
- To **map relevant actors** — government bodies, CSOs, private sector, and donors — and their influence on recovery outcomes and local cohesion.
- To develop **practical recommendations** on how to support inclusive recovery planning, ensure fairness and transparency in procurement processes, and strengthen social cohesion in conflict-affected communities

### **ToP's role and contribution:**

NGO Technology of Progress is leading the assignment and is responsible for designing and delivering a comprehensive PECSA report. This includes developing research methodology, conducting fieldwork, synthesizing insights from government, civil society, and private sector actors, and validating findings with project partners. The team applies a problem-driven, participatory research approach, combining political economy tools with conflict sensitivity frameworks tailored to Ukraine's recovery landscape.

### **Focus areas included:**

- Hidden and informal power structures influencing decision-making in local recovery

planning.

- Risks of exclusion and marginalization for vulnerable groups, including women-led CSOs.
- Capacity and integrity challenges among local contractors and fairness of procurement processes.
- Potential for participatory planning to support social cohesion and reconciliation.
- Emerging political, social, and environmental trends that may shape recovery outcomes.

This analysis provides an evidence-based foundation for U-RESTORE’s engagement with hromadas and supports better donor coordination by aligning interventions with local priorities, conflict dynamics, and principles of transparency and inclusion.

 <b>Project name #11</b>	Study on Integrity Assessments for Category A Civil Servants
 <b>Donor</b>	European Union (under the EU4PAR II)
 <b>Funding amount</b>	EUR 17,000
 <b>Implementation period</b>	March – May 2025
 <b>Implementer</b>	NGO ToP experts

Conduct a policy study to examine how existing transparency and integrity assessment mechanisms influence the recruitment of Category A civil servants in Ukraine. The research addressed a critical policy dilemma: whether current practices — including early public disclosure, open interviews, and asset declarations — unintentionally discourage qualified candidates, particularly from the private sector, from entering public service.

The study assessed whether integrity screening in its current form supports merit-based and professional recruitment or merely functions as a checklist of prior compliance. It offered comparative insights from OECD, EU, and other democratic systems and explored reputational and privacy concerns that impact applicant decisions.

## The research was based on:

- 25 in-depth interviews with 27 respondents (former candidates, HR experts, civil society, and selection commission members);
- Comparative legal and policy analysis of integrity frameworks;
- Documentation of unintended consequences such as underrepresentation of private sector talent and loss of qualified candidates.

## Outputs:

- A full analytical report with findings and recommendations (incl. policy brief tailored for Ukrainian and international decision-makers);
- Guidance for designing integrity screening tools that are fair, proportionate, and aligned with merit-based recruitment.

This study contributes to Ukraine's reform commitments under the Ukraine Facility Plan, particularly the reinstatement of competitive selection for top civil service posts by Q3 2026. It is the first comprehensive analysis of integrity screening practices for Category A recruitment and provides an evidence base for modernising Ukraine's senior civil service model. Findings were further incorporated into a policy dialogue held in the format of an Aspen seminar.

### ***Partner projects implemented in cooperation with ToP founders as key experts:***

 <b>Project name #12</b>	Cyber Vouchers Administration Grant Program
 <b>Donor</b>	<u>Cybersecurity for Critical Infrastructure in Ukraine Activity</u> by DAI GLOBAL LLC
 <b>Funding amount</b>	USD 1 500,000
 <b>Implementation period</b>	June 2024 - July 2025
 <b>Implementer</b>	KSE with support of NGO ToP's experts

In the capacity of key project managers/experts, NGO ToP team participates in

implementing the **Cyber Vouchers Administration Grant Program** funded by the DAI USAID Cybersecurity Infrastructure in Ukraine Activity.

### **Project objectives:**

The overall objective of the project is to foster resilient cybersecurity infrastructure for Ukrainian SMEs that might be vulnerable to cyber threats and have limited resources to mitigate them. The idea is to create a sustainable ecosystem around the relevant platform to connect SMEs seeking to enhance their cyber resilience, on the one hand, and cybersecurity providers seeking to acquire new clients, on the other hand. Thus, the platform serves as a marketplace for cybersecurity services. Thus, after the pilot project showcases success stories and a portfolio of services and clients, the platform could become a marketplace for procuring cybersecurity services privately / directly by SMEs.

The mechanism implemented: the Project issues vouchers (for \$3000 - 5000 each) distributed among eligible applicants (SMEs) to pay for cybersecurity services (e.g. cybersecurity audit, etc.) provided by the authorized service providers. The program envisions issuance and realization of the appr. 100- 150 vouchers over one year of operations facilitating access to cybersecurity services for businesses.

### **Project Summary:**

The Project applies a four-fold approach, including:

#### **Technical component (covered by ToP experts):**

- Platform Management (Structuring Service Catalog, Establishing Providers' Qualification and Authorization, Reviewing SMBs' Applications, Monitoring Providers-Applicants Interaction, Implementing Conflict Resolution Mechanism);
- Cybersecurity Center of Excellence (Market Consultations, Consultation Meetings, Dynamic Support for Grantees).

#### **Financial Management component:**

- Establishing funding infrastructure (Budget Allocation for Voucher Disbursement, Voucher Issuance Protocol, Voucher Redemption Process, Payment Verification Mechanism);
- Financial Management (Financial Tracking and Reporting, Risk Management, etc.).

## Legal and Compliance component (covered by ToP experts):

- Regulatory Compliance and Contractual Agreements;
- Data Privacy and Security;
- Intellectual Property Rights;
- Liability and Indemnification.

## Marketing Efforts:

- Promoting the platform.

 <b>Project name #13</b>	SMEs Business Revitalisation in Ukraine
 <b>Donor</b>	UK International Development, Abt Global and Kyiv School of Economics delivery partners.
 <b>Implementation period</b>	2022 – 2025 covering UA2007/ UA2012/ UA2017 phases

**NGO ToP**, in partnership with the Kyiv School of Economics, is involved in implementing business revitalization projects in Ukraine aimed at improving **SME support policies**, strengthening relevant institutions, and scaling up programs that address the sector's evolving challenges. The project collaborates closely with the **Ministry of Economy**, the Entrepreneurship and Export Promotion Office, and the **Ministry of Digital Transformation** to create a favorable business environment.

The project addresses the significant economic losses suffered by SMEs due to the war and develops **structured and innovative approaches** to support businesses during wartime and in the post-war recovery period. Special attention is given to adapting businesses to new conditions, including **export support**, logistics recovery, and the development of business services. The project's priorities include:

- **Strategic policy development:** drafting the national *SME Development Strategy 2024–2027*, operational plan, and updated *EntreComp+ competency framework* for Ukrainian entrepreneurs: drafted [SME Development Strategy until 2027 and operational action plan for 2024-2027](#) dated on 02 September 2024 and [Competency framework for entrepreneurs+](#) dated on March **2024**.
- **Digital infrastructure for entrepreneurs:** designing and launching the *Online*

*Entrepreneur's Account* within the *Diia.Business ecosystem* as a digital hub for SME services/ targeted support: [Online Entrepreneur's Cabinet Office](#) approved by CMU dated on 11 June 2025.

- **Export promotion and internationalisation:** support piloting *Diia.Business Warsaw* as *Ukraine's flagship* international SME hub; developing a national MVP *web portal for Ukrainian exporters*; supporting export marketing activities with MoDT and EPPO.
- **Institutional and legal support:** advising on the institutionalisation of the *Diia.Business network* and expanding regional support services.
- **Women's economic empowerment:** producing the national *Survey on Women Entrepreneurs in War Conditions*, identifying barriers, and informing inclusive support programmes: ["Needs of and Challenges Faced by Ukrainian Female Entrepreneurs in the Conditions of Full-Scale War"](#) dated on January 2024.
- **Industrial development:** supporting local SME growth through the pilot model of *Syhnivka Industrial Park* in *Lviv*, promoting smart specialisation and recovery-aligned manufacturing: [Presentation of "Syhnivka" - Industrial Park in Lviv, Ukraine \(eng\)](#)/ [Presentation of "Syhnivka" - Industrial Park in Lviv, Ukraine \(ukr\)](#) dated on July 3, 2023/ [CABINET OF MINISTERS OF UKRAINE ORDER on the inclusion of the Sygnivka Industrial Park in the Register of Industrial \(Industrial\) Parks](#) dated on October 10, 2023.

 <b>Project name #14</b>	Support for the Establishment of the Central Procurement Organization (CPO) for the Agency for Restoration and Infrastructure Development of Ukraine
 <b>Donor</b>	European Union Anti-Corruption Initiative (EUACI), Ministry of Foreign Affairs of Denmark
 <b>Funding amount</b>	EUR 30,915.00
 <b>Implementation period</b>	January 2025 – April 2025
 <b>Implementer</b>	LLC MK-Consulting experts with support of NGO ToP's experts

Co-founders NGO ToP, in partnership with MK-Consulting and at the request of

EUACI (supported by the Danish MFA), is supporting the establishment of a Central Procurement Organization (CPO) within the Agency for Restoration. The project aims to reduce corruption risks and enhance procurement efficiency by developing a clear concept, legal framework, business model, and implementation roadmap for the CPO.

ToP experts are responsible for:

- Designing the CPO’s legal, organizational, and financial structure;
- Developing sustainable funding models and internal procedures;
- Drafting legislative recommendations and cooperation mechanisms with Regional Offices for Restoration (RORs);
- Analyzing international best practices (UK, Sweden, Poland, EU) to tailor solutions to Ukraine’s context.

The four-month project will result in a strategic and regulatory package enabling the CPO to function transparently, sustainably, and in line with international standards — contributing to an accountable and integrity-driven recovery process in Ukraine.

 <b>Project name #15</b>	Creating dashboards and risk management tools for the criminal cases related to business and investment activities
 <b>Donor</b>	DT4UA, Council for Support of Entrepreneurship under Martial Law
 <b>Funding amount</b>	pro bono activity
 <b>Implementation period</b>	February 2024 – February 2026 (ongoing)
 <b>Implementer</b>	Monobank experts with support of NGO ToP’s experts

The project aims to enhance transparency and accountability in handling criminal cases related to business by developing dashboards and risk-management tools. The system integrates unconnected databases (Unified Register of Pre-trial Investigations, State Court Administration, etc.), enabling AI-driven and statistical analysis to detect anomalies, identify suspicious cases, and monitor investigation quality.

ToP experts contributed to developing the [MVP dashboard](#), launched in July 2024, which allows filtering cases by agency, legal article, and timeframe. The system

supports evidence-based decision-making for the GPO, increases public access to data, and improves the investment climate by mitigating undue pressure on business.

### Project results:

- MVP Dashboard launched with filtering and analytical functions
- Integration of law enforcement and judicial data into a unified platform
- Development of a methodology for anomaly detection and AI-driven analysis
- Transparent public interface for monitoring criminal cases involving business
- Engagement with the business community, media, and civil society
- Legislative and technical groundwork laid for full system automation

The system strengthens the rule of law, fosters trust, and creates tools for external monitoring of law enforcement performance.

## 7. Partnerships, Coalitions and Networks

NGO “Technology of Progress” (ToP) maintains a strong network of **strategic, technical, and institutional partnerships** with key Ukrainian and international stakeholders.

These collaborations ensure that the organisation’s work remains coordinated, data-driven, and aligned with both national priorities and international standards of transparency and accountability.

### 7.1 Strategic Coalitions

ToP is a proud member of the **Coalition for Ukraine’s Reconstruction, Integrity, Sustainability and Efficiency (RISE Ukraine)** — a network of more than 50 Ukrainian and international civil society organisations.

RISE Ukraine advocates for integrity and transparency in Ukraine’s reconstruction, working to reduce corruption risks and improve accountability in the use of recovery funds.

Among its members are **Transparency International Ukraine, Open Contracting**

**Partnership, and other leading actors** in the anti-corruption and digital governance ecosystem.

Through this coalition, ToP contributes to collective advocacy, data-sharing, and monitoring initiatives supporting Ukraine's post-war recovery.

## 7.2 Institutional and Analytical Partners

ToP works closely with research and policy institutions to produce high-quality analytical products and digital solutions.

Key partners include:

- **Kyiv School of Economics (KSE)** – cooperation on public policy research, donor coordination, and economic analysis.
- **Centre for Economic Strategy (CES)** – co-implementer of the Recovery Spending Watchdog project and partner in analytical reporting.
- **Institute for Economic Research and Policy Consulting (IER)** – co-implementer of fiscal and customs oversight initiatives.
- **Institute of Analytics and Advocacy (IAA)** – partner on the ACCORD project, focusing on civil monitoring of customs operations.

Together, these partnerships ensure the integration of economic analysis, data visualisation, and advocacy components into all major projects.

## 7.3 Technical and Digital Partners

ToP collaborates with leading Ukrainian IT companies and digitalisation experts to implement GovTech and monitoring systems for public administration and recovery.

The primary technical partner, **MK Consulting**, has extensive experience in developing digital platforms such as **Prozorro**, **Prozorro.Sale**, **MedSupply**, and **Central 103**.

With MK Consulting's support, ToP has implemented several major IT components — including the **Risk Management System (RMS)** for the Big Recovery Portal and the **Procurement Efficiency Evaluation System** for the Agency for Restoration.

## 7.4 Cooperation with Government Institutions

ToP maintains close working relationships with key **government bodies and oversight institutions**, ensuring alignment of its analytical work with reform and recovery agendas.

Among the main institutional counterparts are:

- **Verkhovna Rada of Ukraine (Parliament) and its Temporary Investigative Commission on Economic Security;**
- **Ministry of Economy of Ukraine;**
- **Ministry for Communities, Territories and Infrastructure Development (Ministry for Restoration);**
- **Ministry of Digital Transformation of Ukraine;**
- **Ministry of Social Policy, Family and Unity of Ukraine;**
- **Ministry of Finance of Ukraine;**
- **State Customs Service of Ukraine;**
- **State Agency for Restoration and Development of Infrastructure of Ukraine;**
- **National Agency on Corruption Prevention (NACP);**
- **State owned Enterprise Prozorro.**

This cooperation ensures that ToP's research, platforms, and policy recommendations contribute directly to institutional reforms and digitalisation efforts.

## 7.5 International Development Partners and Donors in 2025

The organisation's institutional sustainability and programmatic success have been made possible through strong partnerships with international donors and technical assistance programmes, including:

- **European Union (EU Delegation to Ukraine, EU Anti-Corruption Initiative – EUACI, EU - Public Administration Reform - EU4PAR II);**
- **Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ);**
- **United States Agency for International Development (USAID) programmes;**

- **Global Affairs Canada (CoWater International);**
- **UK Foreign, Commonwealth & Development Office (FCDO);**
- **UNDP Ukraine;**
- **ISAR Ednannia;**
- **Eurasia Foundation.**

These partnerships reflect donors’ growing confidence in ToP’s analytical quality, compliance standards, and ability to deliver tangible results in reform and recovery processes.

## 7.6 Academic, Media, and Civil Society Networks

Beyond institutional partnerships, ToP actively engages with academia, media, and civil society organisations to foster public dialogue and promote evidence-based decision-making.

The organisation collaborates with:

- **Ukrainian universities and research centres** on capacity-building and policy innovation.
- **Regional CSOs and monitoring activities in Recovery processes and Customs spheres**, respectively through sub-granting and monitoring programmes (under BRP and ACCORD)
- **Independent media outlets and analytical platforms** to disseminate project findings and encourage civic participation.

Through these engagements, ToP promotes knowledge-sharing, transparency culture, and community-driven oversight — essential components of Ukraine’s democratic resilience.

## 8. Organizational Structure and Team

NGO “Technology of Progress” (ToP) is structured to ensure transparency, accountability, and efficient coordination across all operational, analytical, and technical activities.

Its internal governance model combines strategic leadership, project management efficiency, and subject-matter expertise — allowing the organisation to deliver complex, multi-sectoral initiatives in line with international donor standards.

## 8.1 Governance and Oversight

At the top level, ToP is guided by a **Supervisory Board** composed of the organisation's **Co-Founders**:

- **Daria Kutsenko** – Co-Founder and Chief Operating Officer (COO)
- **Maksym Nefyodov** – Co-Founder, Lead on Recovery and Economic Growth
- **Hnat Zabrodskyy** – Co-Founder, Lead on Legal and Compliance

The Supervisory Board provides strategic oversight, approves key decisions, and ensures compliance with ToP's ethical and financial standards.

## 8.2 Executive Directorate

The organisation's day-to-day operations are led by:

- **Vasyl Zadvornyy**, Chief Executive Officer (CEO)
- **Daria Kutsenko**, Chief Operating Officer (COO)

The Directorate is responsible for project execution, donor communication, team management, and institutional development. It supervises four key departments: **Communications, Project Management Office (PMO), Finance, and Legal & Compliance.**

## 8.3 Core Administrative Departments

**Project Management Office (PMO) (incl. fundraising, grant management, MEL, etc.)**

**Head:** Daria Kutsenko

Oversees cross-project coordination, fundraising, reporting, and monitoring & evaluation (MEL).

The PMO manages the work of project managers, fundraising experts, and data analysts — ensuring effective delivery across all ongoing assignments.

### Finance Department

**Lead:** Tetiana Storozhuk, Financial Manager

Responsible for financial management, accounting, donor reporting, and audit coordination.

The team includes accountant and audit consulting experts supporting project-level and institutional financial control.

### Legal and Compliance Department

**Lead:** Hnat Zabrodskyy

Ensures compliance with donor regulations, contract management, and risk mitigation.

Functions include legal review of project documentation, NDAs, partnership agreements, and administrative governance support.

### Communications Department

**Lead:** Zhanna Petrovska

Responsible for strategic communications, visibility, and public outreach.

The team includes Communication experts and Graphic and content design and UI/UX designers.

## 8.4 Key Thematic Streams

ToP's expertise is organised into six thematic streams, each led by senior domain experts:

Stream	Lead Expert	Key Focus
Recovery & Economic Growth	Maksym Nefyodov	Support for post-war recovery, SME revitalisation, and economic development
IT / GovTech / AI	Vasyl Zadvorny	Design and integration of digital solutions, AI tools, and open data platforms
Public Financial Management (PFM)	Robert Zeldy	Fiscal transparency, tax and customs reforms, oversight tools
Public Administration Reform, Regional Development, and Anti-Corruption	Oleksandr Starodubtsev	Policy design, institutional capacity, and anti-corruption measures
Inclusivity and Accessibility	Hnat Zabrodskyy	Barrier-free infrastructure, inclusion standards, civic participation
Think Tank / Analytics	Oleksandr Matushkin	Research, data analysis, and policy advisory for reform monitoring

## 8.5 Human Capital and Expert Network

As of the end of 2025, ToP’s core and extended team includes:

- **10 staff members and 34 experts and consultants**, combining backgrounds in public administration, economics, IT, and social policy;
- **A network of regional partners and subcontracted analysts**, in over 10 oblasts of Ukraine;
- Continuous collaboration with **external legal, audit, gender and ethical standards experts, plus, MEAL professionals** ensuring donor-compliant operations.

The organisation prioritises capacity building, gender balance, and professional development, fostering an inclusive and performance-driven institutional culture.

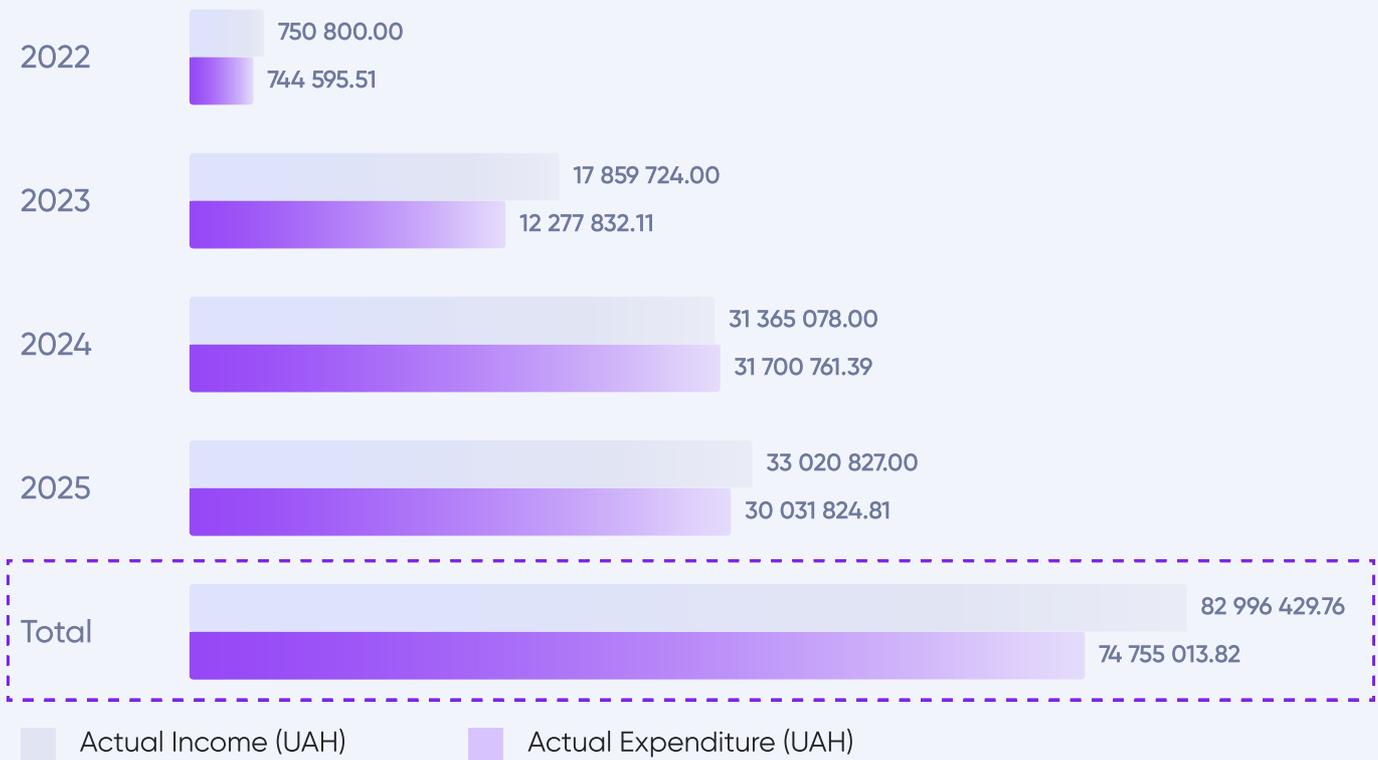
## 9. Financial Overview Summary for 2025

### 9.1 Annual Financial Overview

In 2025, NGO “Technology of Progress” managed its largest financial portfolio to date, reflecting expanded engagement in national recovery, public administration reform,

and digital governance programmes. The organisation recorded a **total annual income of 33,020,827.39 UAH** and **total expenditures of 30,031,824.81 UAH**, ensuring continuous operational stability and full compliance with donor financial regulations.

### Financial Overview by Year (UAH)



**Note:** All amounts are presented in Ukrainian Hryvnia (UAH) and reflect actual income received and actual expenditures incurred during the respective reporting years.

Project expenditures represented the dominant share of the 2025 budget structure, as ToP continued implementing multi-year EU- and USAID-funded initiatives while launching several new programmes with EUACI, GIZ, and ISAR Ednannia. Administrative and core expenses remained proportionate and efficiently managed.

## 9.2 Breakdown of Project Expenditures

 <b>Project</b>	<b>Recovery Spending Watchdog (EU)</b>
 <b>Income (2025)</b>	<b>4,469,035.02 UAH</b> Additionally, as of 1 January 2025, NGO ToP carried forward a balance of 4,608,955.54 UAH received at the end of 2024 and designated for project implementation in early 2025.
 <b>Total funds available in 2025 (including carried-forward balance)</b>	<b>9,077,990.56 UAH</b>
 <b>Expenditures (2025)</b>	<b>9,077,990.56 UAH</b>
 <b>Status</b>	<b>Completed</b> Continued development of BRP functionality, monitoring ecosystem support, and analytical workstreams.

 <b>Project</b>	<b>ACCORD – Customs Oversight and Reform Development (EU)</b>
 <b>Income</b>	<b>11,028,474.50 UAH</b>
 <b>Expenditures</b>	<b>10,964,724.81.80 UAH</b>
 <b>Status</b>	<b>Ongoing</b> Focused on BI tools, KPI-based monitoring, CSO oversight, training, and legislative tracking.

 <b>Project</b>	<b>Advancing Accountability (USAID/UK FCDO – Pro-Integrity)</b>
 <b>Income (2025)</b>	<b>134,466.15 UAH</b> Additionally, as of 1 January 2025, NGO ToP carried forward a balance of 539 911.96 UAH received at the end of 2024 and designated for project implementation in early 2025.
 <b>Total funds available in 2025 (including carried-forward balance)</b>	<b>674,378.11UAH</b>
 <b>Expenditures</b>	<b>674,378.11 UAH</b>
 <b>Status</b>	<b>Completed</b> Finalisation of analytical products, newsletters, and reform tracking tools.

 Project	<b>Community Meaning &amp; Assets Mapping (ISAR Ednannia)</b>
 Income	<b>540,000.00 UAH</b>
 Expenditures	<b>457,259.52 UAH</b>
 Status	<b>Ongoing</b> Methodological development and piloting community identity-based development tools.

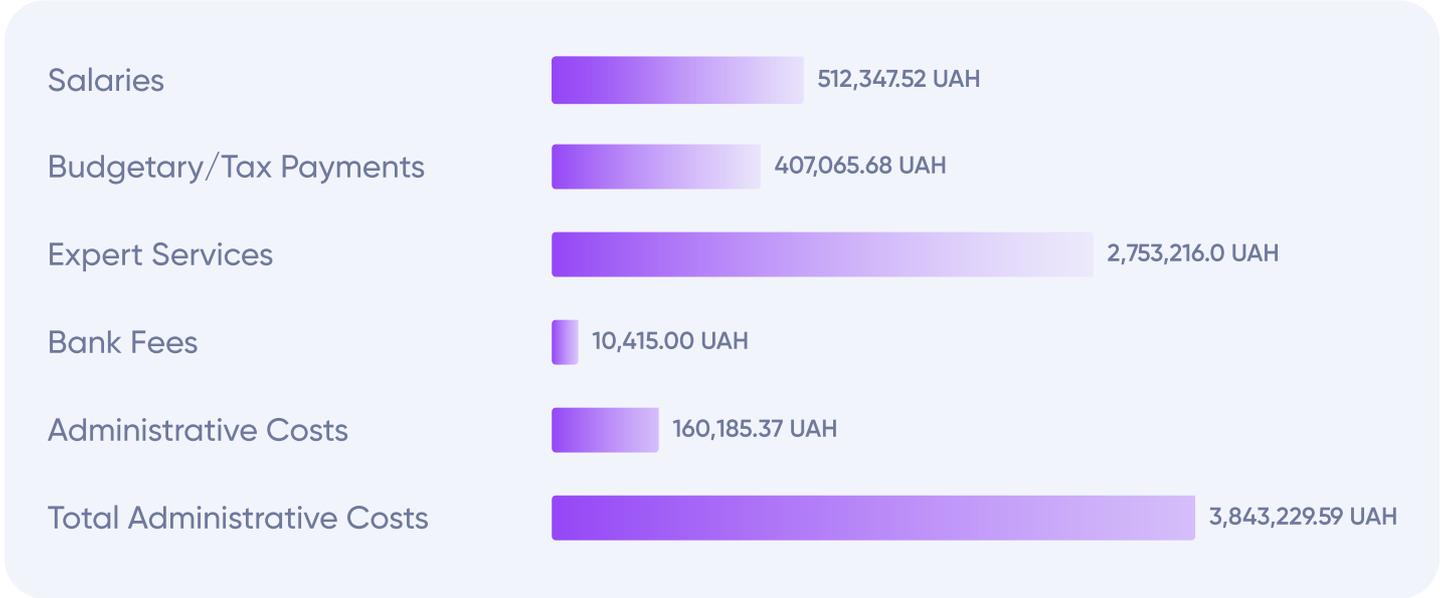
 Project	<b>GIZ: Integrated Digital Platform on Return &amp; Reintegration</b>
 Income	<b>5,961,761.65 UAH</b>
 Expenditures	<b>1,554,494.91 UAH</b>
 Status	<b>Ongoing</b> Project kick-off, initial research, coordination and platform design preparations.

 Project	<b>EUACI: Fiscal Accountability &amp; Reform Monitoring</b>
 Income	<b>3,385,871.65.00 UAH</b>
 Expenditures	<b>3,306,347.31 UAH</b>
 Status	<b>Completed</b> Monitoring tax reforms, public expenditure efficiency, and fiscal governance integrity.

 Project	RevGRO (USAID/DAI) – Revenue & Expenditure Governance Reform
 Income	507 593,91 UAH
 Expenditures	n/a
 Status	<b>Ongoing</b> Focused on development of Customs Reform Roadmap and fiscal transparency tools.

### 9.3 Administrative and Core Operational Expenditures, Charitable Contributions (2025)

In 2025, NGO “Technology of Progress” received a total of UAH 3,207,882.00 in charitable contributions. Total administrative expenditures for 2025 amounted to UAH 3,843,229.59, broken down as follows:



These funds supported HR processes, accounting, legal compliance, IT infrastructure, and organisational development, ensuring sustainable delivery across a rapidly expanding portfolio.

The **majority of administrative expenditures in 2025 was covered through charitable contributions** received during the year. The remaining balance of administrative costs was financed from other organisational resources of NGO

“Technology of Progress,” ensuring uninterrupted operational sustainability and full compliance with financial obligations.

## 10. Contact Information



A Ukrainian civil-society organisation advancing transparent recovery, digital governance, and inclusive reforms.

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**Official Website:** [uaprogress.tech](https://uaprogress.tech)

**Big Recovery Portal:** [brp.org.ua](https://brp.org.ua)

**Facebook (Big Recovery Portal):** <https://www.facebook.com/bigrecoveryportal>

**Facebook (ToP):** <https://www.facebook.com/profile.php?id=61557550971680>

**LinkedIn:** <https://www.linkedin.com/company/technology-of-progress/>

### Media and Partnerships:

For partnership inquiries, media requests, and donor relations:

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### Legal Information:

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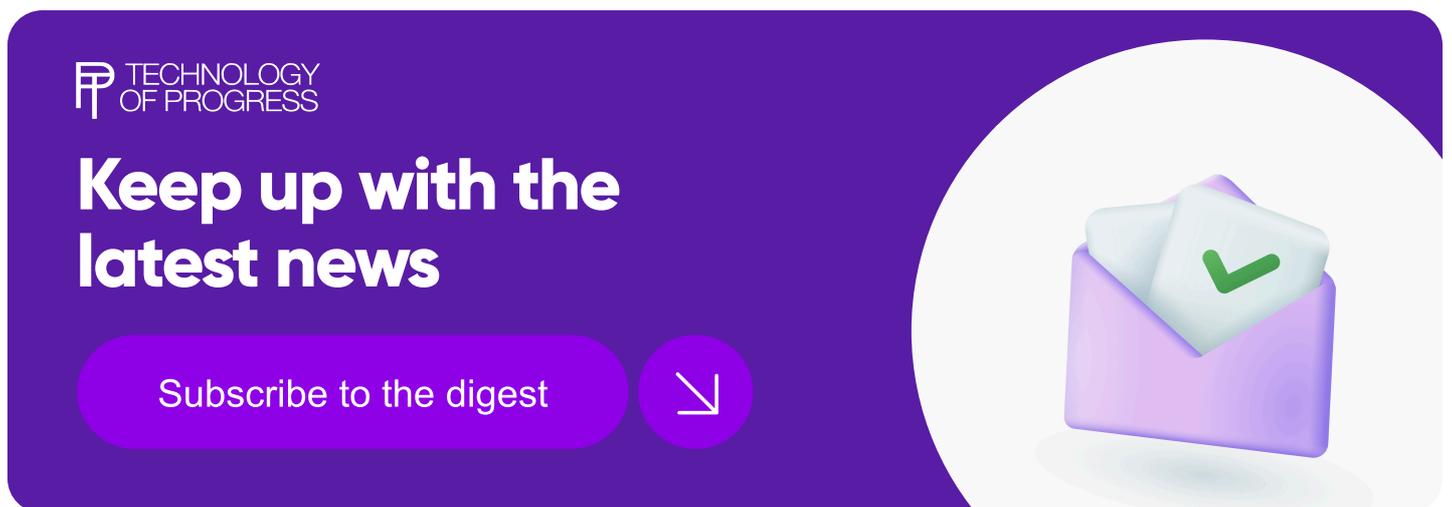
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