

Annual Report

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Table of contents

| | |
|--|----|
| About the Organization | 3 |
| Organization`s Mission, Vision and Key Focus Areas and Expertise | 4 |
| Mission | 4 |
| Strategic goals | 4 |
| Our Approach | 4 |
| Core Expertise and Focus Areas are the following: | 5 |
| Institutional and Geographic Reach | 6 |
| Institutional Development and Growth | 7 |
| Governance and Leadership | 8 |
| Key Achievements Across 2023 | 9 |
| Launch of the Big Recovery Portal (BRP) | 9 |
| Development of Risk Management System (RMS) | 10 |
| Promoting Inclusive and Accessible Recovery | 10 |
| Advancing Customs Oversight and Reform | 10 |
| Evidence-Based Damage Assessment | 11 |
| Strategic Policy and Research Contributions | 11 |
| Institutional and Donor Recognition | 12 |
| Project Portfolio Implemented in 2023 | 12 |
| Project name #1: Recovery Spending Watchdog | 12 |
| Project name #2: Creating risk-management possibilities for civil monitoring of the reconstruction in Ukraine | 14 |
| Project name #3: Inclusivity design | 15 |
| Project name #4: ACCORD: Accountability and Capacity-building for Customs Oversight and Reform Development | 16 |
| Project name #5: Building back better for the future of Ukraine (Project sponsored by Save the Children International) | 17 |
| Project name #6: "DIIA.ENGINE" EXPORT | 18 |
| Project name #7: Assessment of damages caused to Mykolaiv | 19 |
| Project name #8: SMEs Business Revitalisation in Ukraine | 20 |
| Project name #9: Strengthening Evidence-Based Recovery in Ukraine | 21 |
| Project name #10: Enhancing Monitoring and Inspection Transparent Transformation for Emission Reduction (EMITTER) | 22 |

| | |
|---|----|
| Partnerships, Coalitions and Networks | 24 |
| Strategic Coalitions | 24 |
| Institutional and Analytical Partners | 24 |
| Technical and Digital Partners | 25 |
| Cooperation with Government Institutions | 25 |
| International Development Partners and Donors | 26 |
| Academic, Media, and Civil Society Networks | 27 |
| Organizational Structure and Team | 27 |
| Governance and Leadership | 27 |
| Team Composition and Capacity | 28 |
| Expert Engagement and Cooperation models | 29 |
| Financial Overview and Audit Summary | 29 |
| Summary of Financial Performance (UAH) | 29 |
| Income and Expenditure Breakdown by Project/ Donor (in UAH) | 30 |
| Donor Breakdown (UAH) | 30 |
| Administrative vs. Project Expenditures | 31 |
| Contact Information | 32 |

1. About the Organization

NGO “Technology of Progress” (ToP) is a Ukrainian civil-society organization driving digital transformation, transparency, and accountability in public governance and post-war recovery. Established in 2022, ToP operates as a non-profit analytical and GovTech institution, developing data-driven tools and policy solutions for effective public administration and open government.

By the end of 2023 — the organisation’s **second year of operations** — ToP became one of the members of the Ukraine’s civic-tech ecosystem, implementing complex donor-funded programmes, building partnerships with government institutions. ToP is steadily growing and expanding its expert capacity from 9 in 2022 to 16 professionals by the end of 2023.

ToP’s work combines expertise in **digital governance, public finance management (PFM), anti-corruption policy, inclusivity design, and recovery monitoring**, supported by a strong partnership network of IT developers, analysts, and policy experts.

The organisation implements multi-year projects funded by leading international partners, including:



Global Affairs
Canada



UK International
Development
Partnership | Progress | Prosperity



USAID
FROM THE AMERICAN PEOPLE



Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH



prague
civil
society
centre



Funded by
the European Union

In 2023, ToP successfully managed a diversified portfolio of **10 ongoing projects** with funding from **11 international donors and technical assistance programmes**, delivering high-impact analytical outputs and scalable digital products that strengthened Ukraine’s recovery and reform ecosystem.

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

Mission

Our mission is to coordinate efforts of the government, international partners and civil society aimed at rebuilding Ukraine and overcoming the consequences of Russian aggression, developing civil society institutions, and enhancing capacities of communities.

Our values reflect the organization's mission: dedication to result-oriented work, education, and innovation. We are not driven by the “empty-calories” projects approach, but aspired by the fact that our ideas contribute to the development of Ukraine as a democratic, progressive, and technologically savvy nation.

Strategic goals

- Concerted efforts to rebuild Ukraine.
- Development of civil society institutions.
- Enhancing capacities of regional communities for governance, entrepreneurship and social development.
- National and international cooperation to achieve goals and mobilize public support.
- Advancing digital and technological progress, integrating cutting-edge technologies, and enhancing digital infrastructure.

Our Approach

We want our ideas to contribute to a significant increase in the efficiency of reconstruction processes and the development of democracy. Our team is ready and has ability to qualitatively and promptly implement these ideas, making daily decisions based on objective collected data

- **Step 1: Problem Identification**

We focus on pragmatic, non-politicized theories of change. Our process begins with a realistic assessment of our starting point and the goals we aim to achieve.

We identify critical flaws that need attention, ensuring that our efforts are not merely about enacting reforms but about solving real problems and delivering tangible results. This approach guarantees that our actions are meaningful and genuinely contribute to the progress and effectiveness of our projects.

- **Step 2: Strategic planning**

We are committed to ensuring that our ideas and their implementation daily contribute to transforming Ukraine into a democratic, progressive, and technologically advanced state. Our strategic planning process is designed to align our initiatives with these national development goals.

- **Step 3: High-quality implementation and evaluation**

Recognizing that quality implementation is often more important than an idea on paper, we are fully prepared not just to advocate for changes, but to implement them comprehensively. Our approach covers the full business cycle: starting from analyzing business processes, drafting regulatory documents, developing IT products, training users, and conducting transparent assessments of the project's progress.

3. Core Expertise and Focus Areas are the following

In 2023, NGO “Technology of Progress” (ToP) strengthened its position as a professional civic-tech organisation combining digital innovation, policy research, and civic oversight.

Its activities were concentrated in six main areas of expertise:

- 1 **Digital Governance and Transformation and Recovery Monitoring** – development of open data tools and e-governance systems, including the **Big Recovery Portal (BRP)** under EUDEL-funding, plus, respective **Risk Management System (RMS)** module (incl. BI dashboards) under USAID SACCI, and the **DIIA.ENGINE Export Strategy** under GIZ-funding.
- 2 **Inclusivity and Accessibility** – development of **Accessibility Guides** and check-lists (with the **Prague Civil Society Centre**) to ensure barrier-free recovery

and municipal compliance with accessibility standards.

- ③ **Public Finance Management** – Accountability and Capacity-Building for Customs Oversight and Reform Development, EU-funded project, where ToP will provide the second opinion to the Customs reform agenda, recent developments, their effectiveness and recommendations.
- ④ **Economic Development and SME Support** – ToP experts led the SMEs Business Revitalisation in Ukraine Project, funded by **UK International Development** and implemented by **KSE** -s to advance SME revitalisation, draft SMEs development Strategy, support Diia.Business centers in Ukraine and abroad, analyse women’s entrepreneurship challenges and opportunities during the war-time period, and advance Diia.Business digital services with potential solutions for entrepreneurs.
- ⑤ **Evidence-Based Policy and Research** – analytical support for **damage assessments and recovery planning** (EUACI, UNDP), integrating geospatial and open data for data-driven decision-making.

Through this portfolio, ToP and its experts positioned themselves as a trusted partner in promoting transparency, accountability, and inclusivity across Ukraine’s governance and recovery processes.

Institutional and Geographic Reach

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

We maintain strategic partnerships with leading Ukrainian institutions (KSE Institute, CES, EID, IAA), IT - service provider MK Consulting, and coalitions such as RISE Ukraine. Our beneficiaries include the Verkhovna Rada of Ukraine, Cabinet of Ministers, executive agencies, and international partners working on reform and recovery efforts.

4. Institutional Development and Growth

In 2023, NGO “Technology of Progress” (ToP) achieved significant institutional growth, expanding its internal systems, expert network, and donor portfolio.

The year marked a transition from start-up operations to a stable and professionally managed organisation recognised by key international partners.

- **Team growth:** the organisation expanded from **9 to 16 experts**, strengthening analytical, financial, and digital capacities.
- **Project portfolio:** ToP managed **10 concurrent projects** supported by **11 international donors and technical assistance programmes**, including the **European Union, USAID, GIZ, FCDO, UNDP, and the Prague Civil Society Centre**.
- **Governance and management systems:** internal compliance, procurement, and reporting procedures were standardised to meet EU and USAID requirements.
- **Financial management:** unified financial tracking and donor reporting systems were introduced, ensuring accountability and audit readiness.
- **Strategic partnerships:** ToP formalised cooperation with public institutions and think tanks, including KSE Institute, CES, IED, and IAA, to jointly deliver analytical and digital solutions.
- **Institutional reputation:** successful implementation of flagship EU and USAID-funded projects positioned ToP as a reliable implementing partner in Ukraine’s recovery and reform ecosystem.

This progress laid the foundation for ToP’s sustainable institutional development and its expanding role in public finance transparency, civic oversight, and digital transformation.

Also, in 2023, ToP adopted key internal policies that strengthened its governance and compliance framework:

- **Accountant’s Job Description** — approved on **03 April 2023**, defining financial duties and internal control procedures.
- **Confidentiality Policy** — approved on **02 April 2023**, regulating the handling of

sensitive and donor-related information.

- **Work Environment Policies** — approved on **03 April 2023**, setting standards for workplace conduct, communication, and organisational culture.

These policies ensure transparent operations, clear responsibilities, and alignment with international best practices.

4.1 Governance and Leadership

ToP's governance model integrates strategic oversight by the Co-Founders and professional management by the Executive Director.

In 2023, a key institutional milestone was the **appointment of Vasyl Zadvornyy as Executive Director**, who transitioned to a strategic advisory in the IT sphere and strengthened the co-founder function. Vasyl Zadvornyy succeeded Maksym Nefodov who focused on Strategic oversight, GR, International Cooperation and Recovery sphere. This leadership shift strengthened ToP's operational management, international cooperation, and engagement with government institutions.

Leadership team:

- **Maksym Nefodov, Co-Founder**
expert in economic reforms and public administration, former First Deputy Minister of Economic Development and Trade, and Head of the State Customs Service of Ukraine.
- **Daria Kutsenko, Co-Founder**
project management, fundraising, and public finance lead, former Prime-Minister Advisor on International Technical Assistance, grant manager/ lead for BRDO, KSE, state bodies with extensive donor-funded experience (EU, USAID, GIZ, EBRD, UNDP, etc.).
- **Hnat Zabrodskyy, Co-Founder**
legal stream, inclusivity and educational/ capacity building lead, former expert in different public sector reforms.
- **Vasyl Zadvornyy, CEO**
former CEO of Prozorro, expert in digital transformation, public procurement, and

GovTech systems, trainer for the CDTO campus.

This leadership composition ensures strategic continuity, operational excellence, and alignment of ToP's mission with Ukraine's reform and recovery agenda.

5. Key Achievements Across 2023

In 2023, NGO “Technology of Progress” (ToP) consolidated its reputation as a civic-tech and analytical actor in Ukraine's reform and recovery ecosystem.

The organisation's work during this period focused on advancing transparency, accountability, and inclusivity through digital innovation, analytical oversight, and civic engagement.

ToP's impact was amplified through close collaboration with leading Ukrainian research and policy institutions, ensuring that project outputs were methodologically sound and policy-relevant:

- [**Kyiv School of Economics \(KSE Institute\)**](#) – 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.

5.1 Launch of the Big Recovery Portal (BRP)

ToP launched the [**Big Recovery Portal \(BRP\)**](#) — Ukraine's first public digital platform for monitoring post-war reconstruction projects. Developed within the **EU-funded “Recovery Spending Watchdog”** project (jointly initiated with the CES and IER), BRP became the central transparency instrument for tracking recovery spending and civic monitoring.

The platform aggregates data from [**DREAM.gov.ua**](#) (DREAM) - Ukraine's Digital

Restoration Ecosystem for Accountable Management, ensuring open access to information on reconstruction projects and enabling data-driven decision-making.

BRP's main objective is to ensure public control, monitoring tools, independent and transparent feedback from CSOs on recovery processes.

5.2 Development of Risk Management System (RMS)

Under the **USAID SACCI** programme, ToP designed and implemented a **Risk Management System (RMS)** — an analytical module integrated into BRP. As the number of projects listed in DREAM was growing in hundreds monthly, it was difficult to review/ track all of them, thus, sophisticated RMS was needed to narrow oversight focus to the most risky objects and projects.

RMS automatically identifies potential irregularities and corruption risks across thousands of recovery projects using 20 risk indicators in four categories: transparency, safety, economic feasibility, and technological complexity. This innovation strengthened Ukraine's capacity for public oversight and prevention of corruption in recovery spending.

5.3 Promoting Inclusive and Accessible Recovery

ToP developed the first **Accessibility Guides** and **Check-list to Verify Accessibility**, covering public buildings, educational and cultural institutions, and transport facilities (Project under the **Prague Civil Society Centre** funding).

The materials were later adopted by local authorities, including the **Lviv City Council**, which used them to assess and upgrade more than **800 public facilities**, results were presented at a couple of conferences and workshops on urban inclusivity and barrier-less planning.

This initiative positioned ToP as a recognizable expert in promoting an inclusivity approach while planning and universal design standards in Ukraine's reconstruction.

5.4 Advancing Customs Oversight and Reform

ToP officially started the **EU-funded ACCORD project** (Accountability and Capacity-Building for Customs Oversight and Reform Development), jointly with the IAA.

The project will introduce new analytical tools for monitoring customs performance (like Customs KPIs and respective visualisation in Customs BI dashboards), engage regional CSOs in Customs monitoring activities, respective training programmes for watchdog CSOs (from analysis and public requests to communication and advocacy), and the structured second opinion analysis of the Customs reform track - producing **Yearly Customs Shadow Reports**, evaluating Ukraine's progress towards EU standards.

This initiative laid the foundation for transparent customs reform and stronger collaboration between the State Customs Service, civil society, and business.

5.5 Evidence-Based Damage Assessment

ToP completed the **EUACI-funded “Damage Assessment for Mykolaiv”** project, providing verified data and economic estimates for post-war recovery planning.

Using geospatial and satellite imagery, the team calculated damages across key sectors and contributed to transparent recovery prioritisation. The results were shared and highly-valued by local authorities, development partners and civil society for evidence-based decision-making.

5.6 Strategic Policy and Research Contributions

ToP experts contributed to several partner-led projects, including:

- **“Building Back Better for the Future of Ukraine” (Save the Children International)** – producing NGO recommendations on human-centric and transparent recovery.
- **“SME Business Revitalisation in Ukraine” (UK International Development, Abt Global, KSE)** – supporting SME Strategy 2024–2027 and Diia.Business digital tools.

- **“Strengthening Evidence-Based Recovery in Ukraine” (UNDP)** – methodological and analytical support for national damage mapping (incl. the first national assessments of the Kakhovka dam).
- **“EMITTER” (EU)** – development of BI dashboards and environmental monitoring systems for post-disaster assessment in war-affected regions.

5.7 Institutional and Donor Recognition

ToP’s successful implementation of multi-donor projects in 2023 strengthened its institutional profile.

The organisation was recognised as a reliable and compliant partner by the **European Union**, **USAID**, and was invited to join multi-stakeholder initiatives such as the **RISE Ukraine Coalition**.

Its tools and publications — including BRP dashboards, risk analytics, and accessibility methodologies — have been referenced by media, CSOs, and government partners as benchmarks for civic-tech innovation.

Together, these achievements demonstrate ToP’s growing contribution to Ukraine’s transparent and inclusive recovery, reinforcing its role as a trusted analytical and digital transformation partner.

6. Project Portfolio Implemented in 2023



Project name #1

Recovery Spending Watchdog



Donor

European Union



Funding amount

867 920 EUR – NGO ToP part (2 176 580 EUR overall grant project – implemented in consortium with NGO CES, IED)



Implementation period

June 2023 – December 2025 (ongoing)

Project objectives:

- to define major recovery spending guidelines based on international experience via 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 initial version of BRP was launched in late December 2023, with real-time updates and growing user engagement.

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 interoperable with the national DREAM system Ukraine's Digital Restoration Ecosystem for Accountable Management.

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 regular analytical materials, number of 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.

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|  Project name #2 | Creating risk-management possibilities for civil monitoring of the reconstruction in Ukraine |
|  Donor | USAID Support to Anti-Corruption Champion Institutions (SACCI) Program in Ukraine by Management Systems International (MSI), Inc. |
|  Funding amount | USD 150,000 |
|  Implementation period | April 2023 – January 2024 |

The main goal of the Project was to strengthen transparency and accountability of future recovery projects through developing a risk-management methodology and Online module for risk management to be integrated into the BRP.

Project Results:

- Risk-management methodology developed to find potentially risky or low quality projects based on input from different data systems, user input, media reports, etc.
- An online tool developed based on the above methodology to track risk-profiles of different reconstruction projects and to provide analytics to key stakeholders (anticorruption activists, law enforcement, NACP, etc.).

Thus, the project developed and incorporated a supplementary [risk management module](#) (RMS) into the Big Recovery Portal (BRP). RMS provides automated scoring of all objects in BRP against 20 risk indicators¹ grouped in four categories - technological complexity, safety, economic feasibility, and transparency. RMS also allows for ranging all recovery projects by the level of risk, thus identifying the riskiest projects that require additional oversight and management effort.

We believe that implementation of this project helps stakeholders manage the risks of corruption, fraud, misuse of public and donor-provided funds; advocate for effectiveness, transparency, and accountability of the recovery; and build trust and cooperation between potential donors and investors and the Ukrainian government.

¹ Currently, the methodology behind the RMS includes 32 risk indicators, with implementation of the rest 12 risk indicators pending.

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|  Project name #3 | Inclusivity design |
|  Donor | Prague Civil Society Centre |
|  Funding amount | 40 000 EUR |
|  Implementation period | June 2023 – February 2024 |
|  Implementer | NGO “Technology of Progress” (ToP) |

ToP is actively advocating inclusivity design. Within the previous projects, NGO ToP has developed actionable methodological tools to ensure alignment with inclusivity and accessibility standards:

- [**Accessibility Guide 1**](#): for school and preschool facilities, hospitals, administrative services centers, and museums;
- [**Accessibility Guide 2**](#): for train stations, libraries, and public spaces;
- [**Check-list to Verify Accessibility**](#).

Those methodological tools were presented to the civil society, government bodies, and municipal authorities, and received a very warm welcome (for ex., at the 7th Annual International “Creative Ukraine” Forum and acknowledged by the Superhumans Center, disseminated by “The League of the Strong” NGO among their partners network).

Our advocacy efforts resulted in cooperation with the municipal authorities in promoting inclusivity. Lviv City Council is currently conducting the program of bringing circa 800 communal facilities in compliance with the accessibility standards with the use of the above Check-list and Accessibility Guides. Our experts participate in the inspection groups.

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|  Project name #4 | ACCORD: Accountability and Capacity-building for Customs Oversight and Reform Development |
|  Donor | European Union |
|  Funding amount | 654 838 EUR – NGO ToP part (1 300 000 EUR overall grant project – implemented in consortium with NGO IAA) |
|  Implementation period | 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.

Expected Project Results:

- Developing and conducting watchdog training programs;
- Engaging CSOs in monitoring Customs through sub-granting mechanism;
- Preparation of annual shadow reports on Customs operations;
- Developing assessment report on the current state of the Ukrainian Customs administration;

- Conducting 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;
- 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;
- Developing Index of Potential Customs Fraud, Smuggling and Corruption Risks;
- Organisation of online/offline multi-stakeholder discussions, events, and feedback sessions.

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|  Project name #5 | Building back better for the future of Ukraine (Project sponsored by Save the Children International) |
|  Donor | Save the Children International |
|  Funding amount | USD 21,000 |
|  Implementation period | June – September 2023 |

ToP has successfully implemented this project of conducting research and developing a report on the current status of provision of aid to Ukraine with the focus on safeguarding human rights, addressing basic humanitarian needs, creating conditions for social development and restoring economic capacity.

The project was designed to analyze some of the available research and publications on providing aid to facilitate Ukraine’s recovery from the massive losses caused by the Russian invasion and to advance the discussion forward and outline the principles of Ukraine’s recovery that is human-centric, child-centric, transparent, and built back better for future generations.

The paper also provided the timely assessment of damages and recovery needs,

addressed the current and target recovery mechanisms and proposed key principles of recovery as a set of criteria that may be used to test specific recovery mechanisms, ideas and projects.

The report was used for an advocacy presentation at the URC in London in 2023.



The report **“BUILD FORWARD. NGO recommendations on Ukraine recovery and reconstruction”**

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|  | Project name #6 | “DIIA.ENGINE” EXPORT |
|  | Donor | GIZ |
|  | Funding amount | EUR 8,000 |
|  | Implementation period | October – November 2023 |
|  | Implementer | NGO “Technology of Progress” (ToP) |

ToP implemented the first-level assessment project on the “DIIA.ENGINE” EXPORT strategy. The project aimed to support the Ministry of Digital Transformation of Ukraine initiative to export IT solutions and services abroad.

The idea of the Project is to promote export of DIIA.ENGINE as a Ukrainian-developed IT solution and to position Ukraine as a leading global player in providing G2B/G2C digital services.

ToP team (possessing huge expertise in investment banking, sales, managing implementation of large-scale IT projects, and relations with international financial and funding institutions) provided consultancy for the Ministry of Digital Transformation, namely:

- to analyze DIIA.ENGINE export potential, its strong features, adaptability, and limitations;
- to define perspective and priority markets, key stakeholders - including clients and export partners - and their needs, etc.;

- to analyze DIIA.ENGINE export bottle necks and key risks - to be mitigated;
- to define the value proposition, the scope of product/ services to be proposed for export;
- to define main avenues of partnerships (for example, with international financial and funding organizations, institutional and private donors, etc.).

Project results were shared and approved by the MoDT as key beneficiary and the GiZ teams.

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|  | Project name #7 | Assessment of damages caused to Mykolaiv |
|  | Donor | European Union Anti-Corruption Initiative (EUACI), Ministry of Foreign Affairs of Denmark |
|  | Funding amount | 19 805 EUR |
|  | Implementation period | October 2022 – June 2023 |

ToP has successfully implemented the project Damage assessment for Mykolayiv on verifying the information collected by authorities on damages sustained by the city, calculating the damages and providing a basis for most critical emergency relief aid and post-war recovery support.

The project was designed to verify information collected by city authorities using recent satellite imagery from MAXAR, map and compare geospatial data on damages, calculate the amount of damages by different sectors and provide initial estimates of reconstruction needs.

The results of the analysis are an important evidence of Russia's aggression and the scale of destruction as well provide a basis for providing most critical emergency relief aid and post-war recovery support.



The report: [Direct damages to the infrastructure of Mykolaiv as a result of the war.](#)

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|  Project name #8 | SMEs Business Revitalisation in Ukraine |
|  Donor | UK International Development, Abt Global and Kyiv School of Economics delivery partners. |
|  Implementation period | 2022 – 2025 covering UA2007/ UA2012/ UA2017 phases |
|  Implementer | KSE with support of NGO ToP's experts |

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:

- **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.
- In 2023, NGO ToP launched the national research initiative **Women's economic empowerment:** producing the national *Survey on Women Entrepreneurs in War Conditions*, identifying barriers, and informing inclusive support programmes. Under the contract with Gradus Research Center developed the research methodology, defined the respondent profile, and initiated the sampling process.

The preparatory phase included questionnaire design, coordination with expert stakeholders, and the launch of initial data collection. This foundational work ensured methodological rigor and enabled full-scale analysis.

- **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.
- ToP advanced the **development of capacity-building solutions aimed at strengthening the financial, digital, and export readiness of Ukrainian SMEs**. The team designed and discussed with key stakeholders a portfolio of tools aligned with the ENTRECOMP and other entrepreneurship competence frameworks. The proposed instruments included AI-based help-desks for business-plan generation, franchise mechanisms, joint marketing and know-how sharing models, “rings of excellence,” as well as integrated solutions for logistics, certification, and supply-chain development. This preparatory work laid the foundation for piloting scalable, demand-driven SME support tools - shared and approved by the MoDT and FCDO.

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|  | Project name #9 | Strengthening Evidence-Based Recovery in Ukraine |
|  | Donor | UNDP |
|  | Funding amount | n/a |
|  | Implementation period | December 2022 – February 2024 |
|  | Implementer | KSE with support of NGO ToP's experts |

The project aimed to expand damage assessments across all war-affected Oblasts in Ukraine, providing a reliable foundation for data-driven reconstruction. Over 1,093,000

buildings were surveyed, with 75,525 identified as damaged (6.9%). Data was visualized through GIS systems and dashboards to inform transparent and efficient recovery planning.

ToP experts contributed to methodology development, integration of AI-driven analysis, and stakeholder engagement. The project strengthened local institutional capacities, supported innovative tools for damage assessment, and demonstrated adaptability by addressing urgent challenges, including the Kakhovka disaster.

Project results:

- Comprehensive damage mapping across all regions
- Development of public-facing dashboards and GIS tools
- Integration of AI and innovative methodologies
- Enhanced local capacity and coordination with government, NGOs, and donors

Partners: KSE, International Business People Club, Rethink, Ukrainian Power, Culver Aviation, RebuildUA, Azenzus, Baker Tilly Ukraine.

Project materials:

- [Damage Data Visualization Dashboard;](#)
- [Google Drive for Damage Reports ;](#)
- [Detailed Audit Results.](#)

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|  Project name #10 | Enhancing Monitoring and Inspection Transparent Transformation for Emission Reduction (EMITTER) |
|  Donor | European Union |
|  Funding amount | n/a |
|  Implementation period | May 2023 – July 2024 |
|  Implementer | KSE / VoxCheck with support of NGO ToP’s experts |

The project aims to enhance geospatial data analysis and decision-making for

infrastructure condition monitoring in war-affected areas of Ukraine. ToP experts supported the development of innovative digital tools and BI dashboards based on satellite and drone imagery to assess damage, flooding, and environmental degradation across Kherson, Mykolaiv, Zaporizhzhia, and Dnipropetrovsk regions.

Project results:

- Online tools and dashboards for visualizing infrastructure and environmental damage;
- Over 60,000 flooded objects identified after the Kakhovka HPP disaster;
- BI dashboards on flooding, vegetation loss, and forest ecosystem damage (Kyiv, Sumy, Kharkiv, Chernihiv);
- Open machine-readable geospatial datasets published for public and institutional use;
- Integration with platforms like Geoportal and damaged.in.ua via API;
- Stakeholder engagement with local authorities, civil society, and government for data-driven recovery planning.

These outputs provide critical support for evidence-based reconstruction, transparency, and environmental protection in affected areas.

The BI dashboards developed under the Project:

- [Flooding in Kherson](#): This dashboard visualizes data on flooding caused by the destruction of the Kakhovka Hydroelectric Station
- [Assessment of Vegetation Cover in Areas Adjacent to the Kakhovka Reservoir](#): This tool enables analysis of changes in vegetation cover in the affected areas.
- [Forest Ecosystems](#): The dashboard covers data from four regions: Kyiv, Sumy, Kharkiv, and Chernihiv oblasts.



Reports summarizing the analysis results are available at the following links:

- [The brief report](#) dated on June 2023;
- [Report on the Kakhovka Hydroelectric Station](#);
- [Analysis of the Impact of the Kakhovka Hydroelectric Power Plant Explosion on the Populated Areas of Kherson and Mykolaiv Regions](#) ;

- [Report on the Oleksiivskyi District ;](#)
- [Investigating the Impact of War Environmental Consequences on the Adjacent Areas of the Kakhovka Reservoir and Dzharylgach Island: In-Depth Analysis Using NDVI and NBR Indicators;](#)
- [Ukrainian ecosystems during the war.](#)

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 Institute), Centre for Economic Strategy (CES), Institute for Economic Research and Policy Consulting (IER), Institute of Analytics and**

Advocacy (IAA). 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.

7.4 Cooperation with Government Institutions

In 2023, NGO “Technology of Progress” (ToP) maintained close cooperation with key government institutions of Ukraine to align its analytical and digital work with national reform and recovery priorities. The organisation contributed to data-driven decision-making, digital transformation, and transparency in reconstruction through regular consultations and project-based collaboration.

Key institutional counterparts included:

- **Ministry for Communities, Territories and Infrastructure Development of Ukraine (Ministry for Restoration)** – coordination on recovery monitoring and integration of data into the DREAM ecosystem.
- **State Agency for Restoration and Development of Infrastructure of Ukraine** – cooperation on transparency mechanisms within the *Big Recovery Portal (BRP)*.
- **State Customs Service of Ukraine** – engagement in the *ACCORD* project focused on performance assessment and reform monitoring.
- **National Agency on Corruption Prevention (NACP)** – consultations on integrity and risk-based oversight methodologies developed under *USAID SACCI*.
- **Ministry of Economy of Ukraine** – collaboration on SME policy and *SME Development Strategy 2024–2027* under the *SME Business Revitalisation initiative*.
- **Ministry of Digital Transformation of Ukraine** – cooperation under the

DIIA.ENGINE Export assessment project supported by GIZ.

- **Lviv City Council** – partnership on implementing accessibility standards and inclusive infrastructure assessments.

These partnerships ensured that ToP's analytical outputs and civic-tech tools directly supported institutional reforms, digitalisation, and transparency initiatives.

7.5 International Development Partners and Donors

The organisation's programmatic achievements and institutional development in 2023 were made possible through strong partnerships with international donors and technical assistance programmes, including:

- **European Union (EU Delegation to Ukraine, EU Anti-Corruption Initiative – EUACI, MFA of Denmark)** – support for *Recovery Spending Watchdog* and *Damage Assessment for Mykolaiv*.
- **United States Agency for International Development (USAID)** through *SACCI / MSI Inc.* – development of the *Risk Management System (RMS)* for recovery monitoring.
- **Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)** – support for the *DIIA.ENGINE Export* strategic assessment implemented by ToP's expert *Maksym Nefodov*.
- **UK International Development (FCDO)** via *Abt Global* and *Kyiv School of Economics (KSE)* – cooperation under the *SME Business Revitalisation in Ukraine project*.
- **United Nations Development Programme (UNDP)** – partnership within the *Strengthening Evidence-Based Recovery in Ukraine* initiative.
- **Prague Civil Society Centre** – support for the *Inclusivity Design* project and development of Accessibility Guides.
- **Save the Children International** – implementation of *Building Back Better for the Future of Ukraine* focused on human-centric recovery principles.

These partnerships reflect the trust and recognition ToP gained among leading international donors as a reliable and capable implementer in recovery monitoring, transparency, and digital governance.

7.6 Academic, Media, and Civil Society Networks

Beyond institutional partnerships, ToP actively engaged with academia, independent media, and regional civil society organisations to foster public dialogue and promote evidence-based policymaking. Through joint events, publications, and training initiatives, ToP strengthened the role of civic actors in Ukraine's reform and recovery processes.

8. Organizational Structure and Team

In 2023, NGO “Technology of Progress” (ToP) operated as a growing civic-tech organisation with a streamlined governance structure and a multidisciplinary expert team. The organisation combined strategic leadership, strong project management, and specialised expertise across digital transformation, public finance, inclusivity, and anti-corruption reforms.

8.1 Governance and Leadership

Technology of Progress (ToP) is led by a strategic and experienced leadership team ensuring oversight of all programmatic, financial, and analytical activities. In 2023, **Vasyl Zadvornyy**, former CEO of Prozorro and expert in GovTech, was appointed CEO. He succeeded **Maksym Nefodov**, who remains active as Co-Founder, focusing on strategic guidance and international cooperation.

Other key leaders include:

- **Daria Kutsenko**, Co-Founder & COO – expert in project management, fundraising, and donor coordination.
- **Hnat Zabrodskyy**, Co-Founder – leads on legal, inclusivity, and capacity-building efforts.

Together, they provide strategic direction, ensure compliance with donor standards, and manage cooperation with national and international partners.

8.2 Team Composition and Capacity

By the end of 2023, the ToP team included **16 experts and consultants**, representing a significant increase from 9 members in 2022.

This growth reflected the organisation's expanding project portfolio and the need for stronger analytical, digital, and financial capacity.

Key operational areas and responsibilities in 2023 included:

- **Technical development** – digital tool architecture, BI dashboards, and integration with national platforms (such IT solutions as BRP, RMSes, IT strategy, etc.)
- **Research and analytics** – preparation of market overviews, damage and needs assessments, strategies for recovery, policy papers, risk analyses, etc.
- **Capacity Building and Education** – design and delivery of training programmes, mentoring tools for CSOs in areas such as recovery monitoring, inclusivity design, PFM and anti-corruption.
- **Inclusive Recovery / Assessments / Standards** – development of tools and criteria to integrate inclusivity in recovery efforts (includes assessments and standards aligned with SDGs). Focus on vulnerable groups, regional disparities, and accessibility of services.
- **Project management and donor coordination** – overall delivery tracking, reporting, and communication with funding partners.
- **Financial management and compliance** – donor reporting, financial and narrative reports preparation, and expenditure verification and general compliance.
- **Legal and institutional development** – drafting of agreements, NDAs, and governance documentation.
- **Communications and visibility** – start of the content design, social media management, and public outreach.

This structure enabled ToP to maintain agility and high performance while meeting donor requirements across multiple large-scale projects.

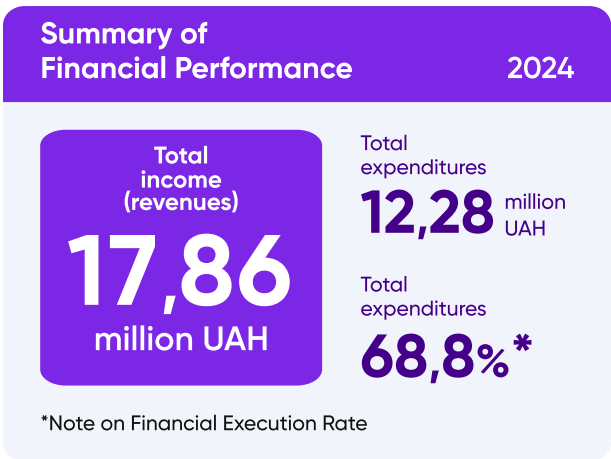
8.3 Expert Engagement and Cooperation models

ToP’s core team was complemented by an extended network of **external experts and partner analysts** across Ukraine. These specialists were engaged under short-term contracts and provided domain expertise in areas such as infrastructure monitoring, geospatial analysis and others. This collaborative model allowed ToP to remain flexible, scalable, and aligned with international best practices for implementing donor-funded programmes directly and in consortiums.

9. Financial Overview and Audit Summary

In 2023, NGO “Technology of Progress” (ToP) demonstrated stable financial performance, diversified donor funding, and full compliance with project-level financial management requirements. The organisation managed a portfolio of reconstruction, inclusivity, and anti-corruption monitoring projects funded by international development partners. Financial management processes ensured transparency, accurate expenditure tracking, and adherence to donor regulations.

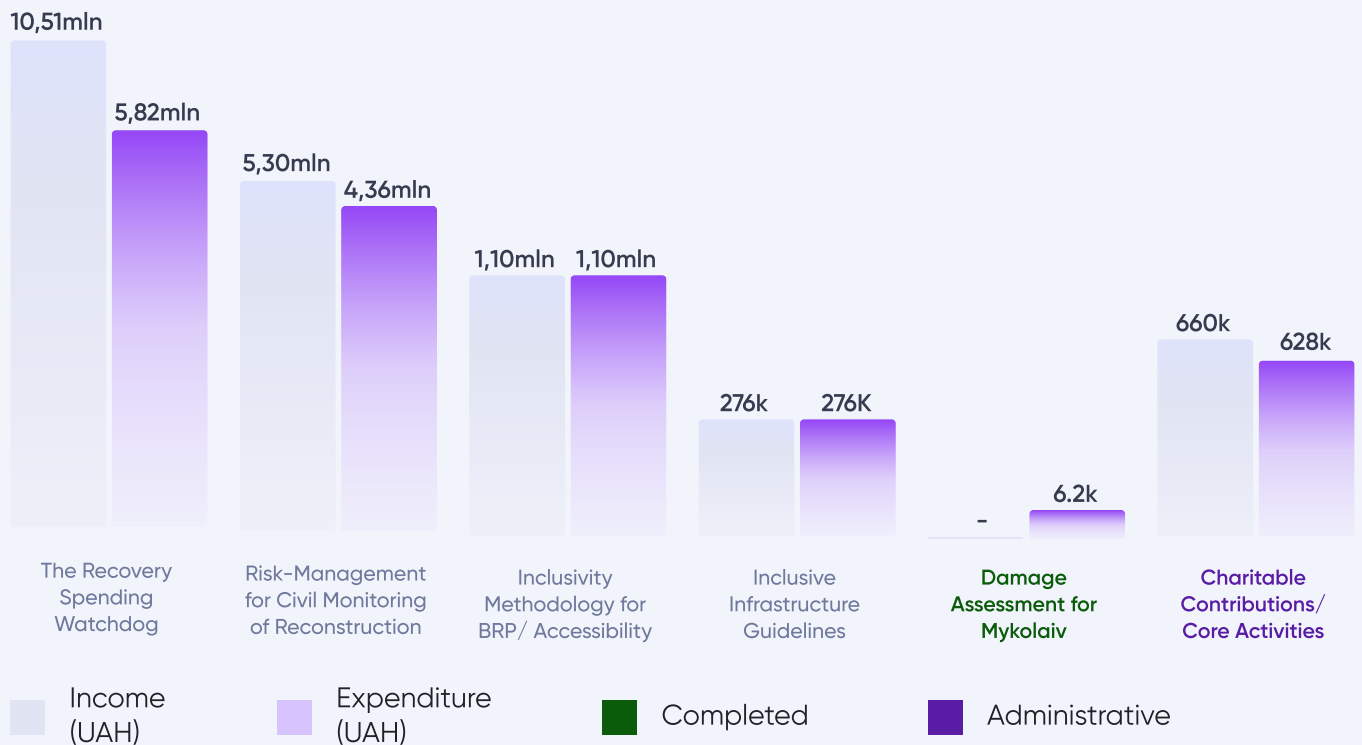
9.1 Summary of Financial Performance (UAH)



The reported financial execution rate of **68.8%** reflects the implementation dynamics of **multi-year projects** under ToP’s management. A significant portion of the total income was allocated for activities planned in **2024**, in line with project timelines and donor agreements. Accordingly, **unspent funds were not underutilised**, but rather **strategically**

reserved for continuation of grant-funded work in the following year, ensuring consistent delivery and compliance with long-term program objectives. The financial structure reflects active implementation of multi-year projects and the continuation of grant-funded activities across several sectors.

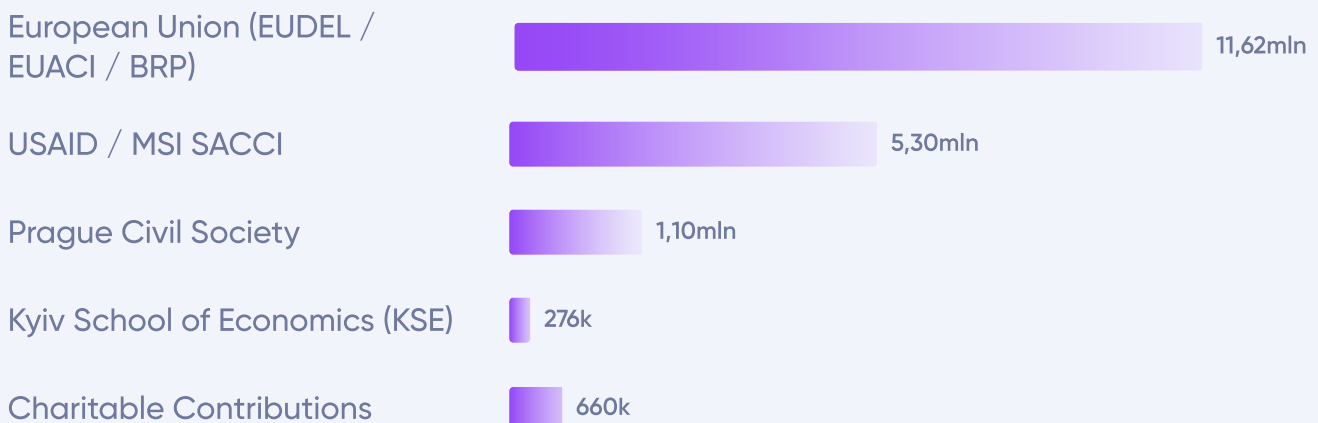
9.2 Income and Expenditure Breakdown by Project/ Donor (in UAH)



9.3 Donor Breakdown (UAH)

Donor Breakdown (UAH)

calculated based on project allocations during the year



This reflects a strong and balanced donor portfolio with the EU vs USAID and other partners as core institutional funders.

9.4 Administrative vs. Project Expenditures

Administrative

Administrative expenditures

(from charitable contributions)

628 thousand UAH

Share of total expenditures

5,1%



Project Expenditures

Project expenditures

11,65 million UAH

Share of total expenditures

94,9%



ToP maintained a lean administrative structure while directing the vast majority of resources to programmatic activities.

10. Contact Information



Registered in Ukraine on 19 May 2022

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

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