Annual Report

January 2024 – December 2024

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1. About the Organization

NGO "Technology of Progress" (ToP) is a Ukrainian analytical and civic-tech organisation established in 2022. The organisation promotes digital transformation, transparency of public finance, and evidence-based governance through the development of data-driven analytical tools and civic oversight mechanisms.

In 2024, ToP strengthened its institutional capacity and expanded its programmatic portfolio, confirming its status as a reliable implementing partner for leading international donors. During the reporting year, the organisation implemented **14 donor-funded projects** in cooperation with government institutions, municipalities, civil society organisations, and international partners. The ToP team grew to **36 experts**, covering analytical, legal, financial, technical, and communication functions, ensuring professional project delivery and donor compliance.

ToP's activities are aimed at improving governance systems, enhancing institutional accountability, and supporting Ukraine's recovery and reform agenda in line with EU standards. The organisation combines digital innovation with analytical expertise to provide practical solutions for transparent and efficient public administration.

Thematic focus areas include:

- **recovery and reconstruction monitoring** (Big Recovery Portal, risk management, and civic reporting tools);

- **inclusivity and accessibility reconstruction approach** (Accessibility Guides and municipal implementation support);

- **public finance and fiscal transparency** (tax, customs, and procurement oversight);

- **digital governance and GovTech** ecosystem development (Diia.Engine, GovTech Lab, e-services export initiatives);

- **cybersecurity and data protection** (cyber-resilience programmes for SMEs and public institutions);

- **SME development and economic policy** (SME Strategy 2024–2027, Diia.Business digital tools);

- **evidence-based recovery planning and impact of the war** - environmental monitoring (AI-based geospatial analytics and dashboards).

Through these efforts, ToP contributes to strengthening democratic institutions, improving transparency in public administration, and building trust between CSOs and citizens, government and Ukraine's international partners.

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

Mission

Drive Ukraine's post-war recovery by developing digital solutions and supporting data-driven reforms for transforming public oversight, project management and financial resilience, and building an environment of trust through transparency, accountability, and efficient governance.

Vision

Empower government institutions and civil society with innovative IT solutions and "think tank" analytical materials that enable real-time monitoring of recovery processes, support fiscal management reforms (oversight and support modernization of customs and tax, PIM and budget spendings), bridge communication gaps on reform progress, and enhance law enforcement transparency.

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 2024, NGO "Technology of Progress" (ToP) strengthened its institutional expertise and consolidated its position as a national leader in civic-tech and evidence-based policy solutions.

The organisation's professional capacity covers the full cycle of analytical, technical, and governance interventions — from research and system design to implementation and monitoring.

3.1 Core Expertise

ToP's work combines analytical rigour, digital innovation, and practical application in the following areas:

1. **Recovery Monitoring and Risk Management** – creation of digital instruments such as the Big Recovery Portal (BRP) and Risk Management System (RMS) for reconstruction oversight;

2. **Public Finance and Fiscal Oversight** – development of analytical tools for monitoring tax and customs performance, shadow reporting, and fiscal transparency;

3. **Digital Governance and GovTech** – development of e-government infrastructure, data standards, and interoperability solutions supporting Ukraine's digital transition;

4. **Cybersecurity and Data Protection** – development of digital resilience and cyber voucher systems for SMEs and critical infrastructure;

5. **Economic Policy and SME Development** – strategic support for SME reform, Diia.Business ecosystem, and national entrepreneurship programmes;

6. **Integrity, Rule of Law, and Business Climate** – analytical support for anti-corruption and regulatory reforms, monitoring of criminal cases affecting business;

7. **Inclusivity and Accessibility** – promotion of accessibility standards and inclusive design in urban and public infrastructure projects;

8. **Environmental and Geospatial Analytics** – application of AI-driven and satellite-based tools to support evidence-based recovery and ecological assessment.

3.2 Strategic Goals for 2024–2025

ToP's strategic goals reflect its long-term commitment to building transparent, efficient, and resilient public systems:

1. **Advance data-driven governance** through the integration of open data, BI dashboards, and AI-based analytics in public institutions.

2. **Strengthen public finance accountability** by expanding fiscal monitoring tools and facilitating dialogue between government and civil society.

3. **Support Ukraine's recovery and reconstruction** with civic oversight platforms, integrity systems, and public participation mechanisms.

4. **Promote digital transformation and GovTech innovation** by contributing to e-government solutions, interoperability frameworks, and GovTech export initiatives.

5. **Foster inclusivity and social sustainability** through accessibility design, participatory decision-making, and equal access to services.

6. **Enhance institutional resilience and security** by integrating cybersecurity practices, compliance frameworks, and risk-based management approaches.

7. **Build international partnerships** to align Ukraine's reform and recovery processes with EU standards and global best practices.

4. Institutional Development and Growth in 2024

In 2024, NGO "Technology of Progress" (ToP) continued to strengthen its institutional capacity, operational systems, and governance structure to ensure efficient project delivery and compliance with international donor standards.

The year was marked by the organisation's transition from a rapidly growing civic-tech initiative into a fully structured analytical and implementation centre with standardised internal procedures and an expanded expert network.

4.1 Organisational Growth

The ToP team increased to **36 experts**, representing a multidisciplinary mix of analysts, legal professionals, financial managers, software developers, policy advisors, and communication specialists.

This growth enabled the organisation to manage complex, multi-year projects funded by the EU, USAID, UK International Development, GIZ, and other donors, while maintaining high-quality reporting, financial discipline, and operational transparency.

Internal workflows were further systematised through the implementation of unified templates for project documentation, donor reporting, and deliverable management.

4.2 Governance and Leadership

ToP's leadership structure combines strategic vision and operational expertise in digital transformation, public governance, and donor coordination:

- **Vasyl Zadvornyy, CEO**
  former CEO of Prozorro, responsible for organisational management, donor relations, and strategic development;

- **Maksym Nefodov, Co-Founder**
  expert in institutional reform and digital policy, strategic advisor on innovation and GovTech partnerships

- **Daria Kutsenko, Co-Founder**
  expert in project management, fundraising, and financial oversight, leading internal coordination and donor reporting;

- **Hnat Zabrodskyy, Co-Founder**
  legal and governance expert responsible for institutional compliance, partnership frameworks, and regulatory alignment.

In December 2024, ToP held its **second annual strategic session**, which focused on defining priorities for 2025–2027, strengthening internal management systems, and aligning operational processes with long-term goals.

The session also reaffirmed the organisation's mission and updated the strategic roadmap to reflect new directions in recovery monitoring, GovTech export, and civic participation.

5. Key Achievements in 2024

In 2024, NGO "Technology of Progress" (ToP) achieved significant progress in strengthening its analytical, technological, and institutional capacity.

The organisation successfully implemented large-scale projects funded by the **European Union, USAID, UK International Development, GIZ, UNDP,** and other international partners, expanding its role as a national centre of excellence in recovery monitoring, public finance accountability, and GovTech innovation.

5.1 Organisational Milestones

- Expanded institutional capacity to **36 full-time and affiliated experts** across financial, legal, analytical, and technical disciplines;

- Conducted the **second strategic planning session (December 2024)** to define strategic priorities for 2025, including GovTech export, digital accountability systems, and inclusivity design;

- Strengthened operational efficiency, project management, MEL to completely align with EU and USAID compliance expectations, financial control systems (incl. conducting first project and organisation audits, shifting to the new accounting system, etc.);

- Standardised documentation and deliverable tracking processes, ensuring consistency across multi-donor initiatives.

5.2 Organisational Milestones

- Advanced the Big Recovery Portal (BRP.org.ua) into a mature national recovery monitoring platform which consolidated 4,539 ongoing reconstruction objects, 16 civil society organisations joined the structured monitoring programme through sub-granting contracts, contributing to 101 fully monitored objects and 157 objects

under active monitoring (as of December 26, 2024);

- Introduced an upgraded Risk Management System (RMS) integrated with Prozorro and DREAM, providing automated corruption-risk scoring for thousands of recovery tenders

- Developed analytical materials like Yearly Shadow Reports and Customs KPIs for Customs Oversight (ACCORD project), used by civil society and reflected in EU Delegation enlargement reports;

- Launched innovative AI-based dashboards for monitoring criminal cases related to business and investment activities in partnership with DT4UA and Monobank experts;

- Supported the development of the Procurement Risk Management System for the Agency for Restoration, enhancing transparency and accountability in reconstruction contracting;

- Co-authored strategic research for EBA on the readiness of Ukraine's building materials market for large-scale reconstruction;

- Contributed to geospatial analytics and environmental monitoring (EMITTER project), integrating satellite and drone data to assess post-war damage and flooding impacts.

5.3 Policy and Institutional Impact

- Supported **Ukraine's fiscal reform agenda** through analytical products under **RevGRO (USAID)** and **Pro-Integrity** programmes, including monthly **Customs and State Property Digests;**

- Provided analytical and legal expertise for **SME development policy** under the **UK International Development / Abt Global / KSE partnership**, contributing to the **SME Strategy 2024–2027** and **Diia.Business digital services;**

- Facilitated policy dialogue between Parliament, ministries, and CSOs on compliance with Ukraine's **IMF, EU, and World Bank** obligations;

- Advocated for **inclusivity design standards**, expanding cooperation with municipal authorities (Lviv City Council) and accessibility-focused NGOs;

- Strengthened cooperation with **civil society and academia** through sub-granting,

joint analytics, and capacity-building programmes (30+ CSOs engaged via BRP).

6. Project Portfolio Implemented in 2024

✓ **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)

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 December 2024, the Big Recovery Portal (BRP) had consolidated **4,539 ongoing reconstruction objects** sourced from DREAM, eProcurement system Prozorro, regional authorities, donors, and civil society partners, with new objects added on a daily basis.

The platform's monitoring ecosystem expanded substantially throughout 2024: **16 civil society organisations** joined the structured monitoring programme through sub-granting contracts, contributing to **101 fully monitored objects and 157 objects under active monitoring** as of December 26, 2024. The average daily traffic increased from **160 sessions in August 2024 to 912 sessions in December 2024**, reflecting heightened public engagement and confirming BRP's growing role as a nationwide civic oversight tool in Ukraine's recovery process. 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 in 2024 ensuring strong visibility and engagement. Over 25 targeted communications generated 2.78 million views, 949,000 reach, 53,400 interactions and 16,890 link clicks. The campaign amplified updates on monitoring results, procurement risks, social housing analytics, and public events. A series of reconstruction-focused analytical materials was published, further strengthening BRP's role as a trusted digital instrument supporting transparency, citizen oversight, and informed donor coordination in Ukraine's recovery process.

Project objectives:

- Presentation: [Link.](#)
- BRP User guide: [Link.](#)

✓ **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 indicators[1] 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.

Project materials:

- Program Final Report: [Link.](#)

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

- Main page of the website: https://brp.org.ua,

- Dashboard with risk filters (with extensive analytics and methodology behind it): Link

✓	**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)
👤	**Donor**	U-LEAD Program (RMTeam Ukraine)
💰	**Funding amount**	Funding amount: 10 000 EUR
📅	**Implementation period**	September - October 2024
🔍	**Implementer**	NGO ToP experts

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;

- Accessibility Guide 3: for supermarkets, shops and pharmacies;

- 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.

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.

Project Results:

- Developing and conducting watchdog training programs;

- Engaging CSOs in monitoring Customs through sub-granting mechanism;

- Preparation the First Annual Shadow Report on Customs operations;

- Development of Customs KPIs against assessment of Customs operations;

- Analysis and monitoring of the existing legislative base and legislative change;

- 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.

Key analytical materials on Customs: under the link.

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

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.

Project materials:

- [Weekly newsletters](#) (available in eng) covering key reform updates;

- Monthly reports: [Customs Monthly Digest](#) (available both in eng and ukr) and [State Property Monthly Digest](#) (available both in eng and ukr);
- [Expert Surveys](#) on corruption, business pressure, integrity, and other key areas. Survey results of business leaders on reforms, business climate, and effectiveness of anti-corruption measures.

(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)

✓	**Project name #6**	Ukraine Revenue and Expenditure Governance Reforms Operationalized (RevGRO) Activity
👤	**Donor**	USAID (implemented by DAI Global LLC)
💰	**Funding amount**	358 000 USD (for the first contract)
📅	**Implementation period**	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.

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

Project name #7	Cyber Vouchers Administration Grant Program
Donor	Cybersecurity for Critical Infrastructure in Ukraine Activity by DAI GLOBAL LLC
Funding amount	USD 1 500,000
Implementation period	June 2024 – July 2025
Implementer	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.

✓ **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

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:

- In January 2024 ToP finalised data analysis, prepared the comprehensive research report on **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". Also the team delivered a public presentation of results to government institutions, donor organisations, and business associations. The findings informed national discussions on women's economic resilience and contributed to the development of more inclusive SME support programmes and policy interventions.

- **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.

- **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.

✓ **Project name #9**	Creating dashboards and risk management tools for the criminal cases related to business and investment activities
Donor	DT4UA, Council for Support of Entrepreneurship under Martial Law
Funding amount	pro bono activity
Implementation period	February 2024 – February 2026 (ongoing)
Implementer	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.

Project name #10	DIIA Export to Guatemala (Enhancing Digital Public Services in Guatemala)
Donor	USAID, EF TAPAS
Funding amount	USD 110,920
Implementation period	June 2024 – December 2024
Implementer	LLC MK Consulting with support NGO ToP's experts

Support the Government of Guatemala in advancing digital public services through a comprehensive evaluation, technical readiness assessment, and development of a citizen-centric mobile application.

Project Summary:

- **Assessment and Stakeholder Engagement:**

  Conducted comprehensive evaluations of current public service delivery and engaged key stakeholders to identify opportunities for improvement and alignment with national priorities.

- **Strategic Recommendations:**

  Developed actionable recommendations for enhancing digital services and prioritized key areas for impact, fostering a roadmap for effective implementation.

- **Vision and Planning:**

  Defined a clear vision for digital transformation, focusing on improving accessibility, user experience, and government-citizen engagement.

- **Conceptual Design and Validation:**

  Presented a user-centered approach for service delivery modernization and ensured stakeholder alignment through iterative feedback and validation.

✓ **Project name #11**	Analysis of the readiness of Ukraine`s building materials market for the rebuilding process	
👤 **Donor**	EBA	
📅 **Implementation period**	April – July 2024	
🔍 **Implementer**	KSE with support of NGO ToP's experts	

ToP teamed up with the Kyiv School of Economics to implement a fundamental research project on the readiness of Ukraine`s construction materials market for the recovery process.

The research suggests recommendations pertaining to the building materials industry as a whole to avoid risks that existing production capacities may prove insufficient during the recovery process.

The Project deliverables are available via the links:

- Report: [Link.](#)
- Preso: [Link.](#)

✓ **Project name #12**	Development of the software "The Risk Management, Monitoring, and Efficiency Evaluation System for Procurement" for the Agency for Restoration
👤 **Donor**	European Union Anti-Corruption Initiative (EUACI), Ministry of Foreign Affairs of Denmark
💰 **Funding amount**	EUR 83,000
📅 **Implementation period**	April 2024 – October 2024
🔍 **Implementer**	MK Consulting (partner-implementer) with support of NGO ToP's experts

ToP teamed up with MK Consulting to develop the Risk Management, Monitoring, and Efficiency Evaluation System for the Agency of Restoration and Infrastructure Development of Ukraine (the Agency). The project aims to enhance governance and accountability in public procurement processes within the Agency, which oversees Ukraine's rapid recovery and post-war reconstruction through:

- Enhanced competitive environment and transparency;

- Prevention of fraud and corruption;

- Identification of weaknesses in procurements;

- Enhanced monitoring of Agency procurements;

- Development of the Agency's procurement system.

Integrated with the Prozorro public e-procurement system, the Procurement Risk Management, Monitoring, and Efficiency Evaluation System has the following core functions:

- Rapid identification of high-risk procurements through automated checks of the tender data versus predefined risk-criteria;

- Automated verification of tenders for procedural violations and highlighting such tenders for the Agency's management team;

- Comprehensive evaluation of procurement results in comparison with average/ median procurement metrics;

- Monitoring and evaluating contract execution;

- Generating reports for stakeholders to assess procurement quality.

✓ **Project name #13**	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](#).

✓ **Project name #13**		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 available for use are:

- [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:

- [Report on the Kakhovka Hydroelectric Station;](#)

- [Report on the KakhovkReport on the Oleksiivskyi District;a Hydroelectric Station;](#)

- [Analysis of the Impact of the Kakhovka Hydroelectric Power Plant Explosion on the Populated Areas of Kherson and Mykolaiv Regions;](#)

- [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](#)

- [Report on the Ukrainian ecosystems during the war. Hydroelectric Station;](#)

7. Partnerships, Coalitions and Networks

7.1 Strategic Coalitions

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.

ToP is a proud member of the **Coalition for Ukraine's Reconstruction, Integrity, Sustainability and Efficiency (RISE Ukraine)** — a network of over 50 Ukrainian and international civil society organisations, including **Transparency International Ukraine and the Open Contracting Partnership.** 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. Through this coalition, ToP contributes to **collective advocacy**, **data-sharing**, and **civic monitoring initiativessupporting** Ukraine's post-war recovery.

In 2024, several **USAID-funded projects** implemented by ToP — including *"Advancing Accountability" (Pro-Integrity Activity) and "Ukraine Revenue and Expenditure Governance Reforms Operationalized"* (RevGRO) — were terminated ahead of schedule due to USAID's programmatic phase-out and organisational exit from Ukraine. Despite this, ToP ensured continuity of key analytical outputs, including **Customs and State Property Monthly Digests** and **weekly reform newsletters**, which remain in active use by experts, government stakeholders, and international partners.

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 Econo**mic 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,](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 Customs Service of Ukraine** – within the ACCORD and RevGRO projects, focusing on reform assessment and institutional capacity building;

- **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** – on GovTech ecosystem development, Diia.Business services, and digital interoperability;

- **Agency for Restoration and Infrastructure Development of Ukraine** – on the implementation of the Procurement Risk Management and Monitoring System;

- **Parliamentary Committees and Temporary Investigative Commissions** – providing analytical support for legislative oversight on public finance and economic reforms.

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 institutional sustainability and programmatic success in 2024 were made possible through strong partnerships with international donors and technical assistance programmes, including the new partnerships and continued support:

European Union (EU Delegation to Ukraine, Ministry of Foreign Affairs of Denmark, EUACI)

implemented directly by NGO ToP and ToP's experts

- **Recovery Spending Watchdog** – direct monitoring support for reconstruction funding.

- **ACCORD: Accountability and Capacity-building for Customs Oversight and Reform Development** – strengthening customs transparency.

- **Development of the Risk Management, Monitoring, and Efficiency Evaluation System for Procurement** (for the Agency for Restoration, EUACI, Ministry of Foreign Affairs of Denmark)

- **Enhancing Monitoring and Inspection Transparent Transformation for Emission Reduction (EMITTER)**

USAID and UK FCDO (in separate projects)

implemented directly by NGO ToP and ToP's experts

- **Creating Risk-Management Possibilities for Civil Monitoring of the Reconstruction in Ukraine** *(USAID SACCI / MSI Inc.)*

- **Advancing Accountability: Strengthening Ukraine's Policy Framework and Tracking Obligations before International Partners** *(USAID and UK FCDO via Pro-Integrity Activity (DAI Global LLC))*

- **RevGRO – Revenue and Expenditure Governance Reforms Operationalized** *(USAID, DAI Global LLC)*

- **Cyber Vouchers Administration Grant Program - Cybersecurity for Critical Infrastructure in Ukraine Activity** *(USAID, DAI Global LLC)*

- **DIIA Export to Guatemala (Enhancing Digital Public Services in Guatemala)** *(USAID, EF TAPAS)*

Implemented directly by NGO ToP's experts:

- **European Business Association (EBA): Analysis of the Readiness of Ukraine's Building Materials Market for the Rebuilding Process**

- **UNDP: Strengthening Evidence-Based Recovery in Ukraine**

- **Prague Civil Society Centre: Inclusivity Design Project**

- **U-LEAD with Europe Programme (via RMTeam Ukraine): Inclusivity Methodologies and Localised Tools Development**

Other Pro Bono Activities Implemented by NGO ToP's experts:

- **Creating Dashboards and Risk Management Tools for Criminal Cases Related to Business and Investment** *Partners: DT4UA, Council for Support of Entrepreneurship under Martial Law.*

Through these partnerships, ToP ensured methodological alignment, compliance with donor requirements, and integration of its results into broader international reform agendas.

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. **Ukrainian media outlets and regional partners** – to amplify civic monitoring results and promote data-based journalism.

8. Organizational Structure and Team

In 2024, NGO "Technology of Progress" (ToP) operated as a growing and highly specialised organisation, bringing together **36 experts** with strong backgrounds in digital governance, public finance, transparency, and data-driven policy-making. The organisational structure reflects ToP's expansion into large-scale national reform projects, international cooperation, and multi-year donor-funded programmes.

8.1 Leadership and Founders

ToP is guided by a collective leadership model combining expertise in public administration, digital transformation, and donor programme management:

- **Maksym Nefodov, Co-Founder**
  Former Head of the State Customs Service of Ukraine and First Deputy Minister of Economic Development and Trade. Leads strategic oversight and innovation in public sector reforms.

- **Daria Kutsenko, Co-Founder**
  Expert in project management, fundraising, and public finance reform with 12+ years of experience across EU, USAID, GIZ, EBRD and other donor programmes.

- **Hnat Zabrodskyy, Co-Founder**
  Specialist in legal design, organisational development, and compliance for public sector institutions.

- **Vasyl Zadvornyy, xecutive Director (CEO)**
  Appointed in 2023. Former CEO of Prozorro with recognised leadership in digital procurement and transparency systems. Oversees ToP's operational management and programmatic delivery.

8.2 Core Operational Units

The organisation is structured into functional teams ensuring effective delivery of analytical, digital, and advisory components across ToP's portfolio:

- **Donor Relations and Programme Coordination, MEL**

Responsible for donor engagement, partnership management, programme coordination, and reporting across ToP's portfolio and the development of tailored M&E frameworks.

- **Finance, Administration, and Compliance**

  Oversees financial planning, budgeting, procurement supervision, audit facilitation, and ensures compliance with national and donor-specific regulations.

- **Legal and Regulatory Affairs**

  Provides legal expertise in regulatory analysis, contract management, data protection, and institutional reform support.

- **Strategic Communications and Visibility**

  Leads communication strategy, media outreach, content creation, and ensures fulfilment of visibility obligations under donor frameworks.

- **Design, UI/UX and Visual Content Development**

  Delivers user-centric design for digital tools, dashboard interfaces, and supporting visual communications and branding materials.

- **Digital Innovation and IT Development Team**

  Implements backend/frontend development, software architecture, data integration, and ensures system interoperability (e.g., BRP, RMS, customs BI dashboards).

- **Public Financial Management (PFM) and Economic Analysis**

  Focuses on tax/customs reform, fiscal oversight, macroeconomic analysis, KPI tracking, and preparation of shadow reports and evidence-based policy briefs

- **Recovery Process and Monitoring**

  Carries out recovery planning oversight, field monitoring, damage assessments (incl. geospatial analysis), public investment management, and localisation of recovery planning, recovery network development, etc.

- **Think Tank, Research and Analysis**

  Carries out policy and field research in sectoral analysis, SMEs and economic recovery, challenges and needs assessments, analytical papers, policy overview and impact assessments, etc.

- **Inclusivity, Accessibility, and Social Standards Team**

  Develops accessibility guidelines, assesses infrastructure and service inclusivity, and supports integration of universal design standards in recovery planning.

- **Cross-sector Programme Implementation and Governance Stream**
  Coordinates thematic workstreams in spheres of expertise, (incl. SME support, anti-corruption oversight, sectoral analysis, early recovery and localisation of reforms).

8.3 Technical and Analytical Teams

ToP's technical and analytical capacity is built around several specialised project teams:

- **IT and Digital Tools Development Team**
  Delivers software architecture, backend/frontend development, UI/UX improvements, data integration, and interoperability (e.g., BRP, RMS, customs BI dashboards).

- **Public Finance Management (PFM) and Economic Analysis Team**
  Works on customs reform, tax policy, fiscal oversight, KPI development, shadow reports, policy monitoring, and macro-analytical reviews.

- **Inclusivity and Accessibility Team**
  Develops accessibility guidelines, conducts assessments, supports municipalities, and advocates for inclusive infrastructure standards.

- **Research, Monitoring and Evaluation Team**
  Conducts policy research, damage and recovery assessments, geospatial analysis, survey work, and development of monitoring frameworks.

8.4 Staffing Expansion in 2024

Reflecting the organisation's growing portfolio and institutional maturity, ToP expanded its team from 16 experts in 2023 to **36 permanent and project-based experts in 2024**, including:

- policy analysts, sectoral experts in recovery monitoring and damage assessment, PFM/ fiscal policy, anti-corruption, SMEs development, etc.
- IT experts: BAs, DAs, software developers, data engineers, UI/UX designers
- legal and compliance specialists

- communication managers

- project coordinators, grant managers, MEL, financial managers, etc.

In 2024, ToP strengthened and institutionalised its **Expert Network**, bringing together highly qualified professionals in public administration, digital governance, economics, data analytics, law, and civic oversight. This network model allows the organisation to scale rapidly, engage specialised competencies, and respond to complex reform tasks across multiple sectors.

This collaborative model ensures that ToP remains a flexible, multidisciplinary organisation capable of delivering **evidence-based, technically robust, and institutionally relevant** solutions across all donor-funded initiatives.

9. Audit Compliance and Financial Overview for 2024

9.1. Audit Compliance

In 2024, NGO "Technology of Progress" reaffirmed its commitment to transparency, accountability, and strong financial governance. The organisation successfully underwent both institutional and project-level audits conducted by recognised independent and international audit bodies.

9.1.1. Organisation-Level Audit

Marinchenko & Partners
External Audit of Financial Statements (FY2024)
Result: Passed
Date: 8 July 2025

9.1.2. Project-Level Audits

EU Delegation to Ukraine (EUDEL)
Project: Recovery Spending Watchdog

Scope: Expenditure Verification (2023–2024)

Result: Passed

Date: 31 July 2024

EU Delegation to Ukraine (EUDEL)

Project: Accountability and Capacity-Building for Customs Oversight and Reform Development (ACCORD)

Scope: Expenditure Verification (2023–2024)

Result: Passed

Date: 31 March 2025

Summary: These audit outcomes confirm ToP's robust financial management capacity, consistent compliance with donor regulations, and full readiness for institutional and project-level verification.

9.2. NGO ToP General Financial Overview

In 2024, NGO "Technology of Progress" managed a substantially expanded project portfolio, resulting in a **total annual income of 31,365,077.89 UAH** and **total expenditures of 31,700,761.39 UAH.** The organisation ensured full financial accountability and compliance with donor regulations across all project and administrative lines.

Project-related expenditures constituted the overwhelming majority of the budget structure, reflecting ToP's operational focus on large-scale analytical, digital, and governance reform programmes. Administrative and core operational costs remained optimised and proportionate to organisational growth.

9.3 Breakdown of Project Expenditures

Project: Recovery Spending Watchdog (EU)

Income: 17,990,001.18 UAH

Expenditures: 17,999,263.55 UAH

Status: Ongoing

A flagship multi-year programme, accounting for the largest share of 2024 project spending.

Project: ACCORD – Customs Oversight and Reform Development (EU

Income: 8,389,055.97 UAH

Expenditures: 8,346,546.63 UAH

Status: Ongoing

Covering public sector reform, BI tools, capacity building, and oversight activities.

Project: Advancing Accountability (Pro-Integrity, USAID/UK FCDO)

Income: 2,906,385.26 UAH

Expenditures: 2,366,473.30 UAH

Status: Ongoing (terminated due to USAID exit)

Key analytical and monitoring outputs continued beyond the termination date due to sustained demand.

Project: Inclusivity Methodology Implementation (EUACI/KSE, 2 components)

1. Accessibility Guidelines (KSE)

   Income: 118,548.00 UAH

   Expenditures: 118,548.60 UAH

   Status: Completed

2. Inclusivity methodology for BRP

   Income: 491,985.55 UAH

   Expenditures: 492,125.55 UAH

   Status: Completed

Project: SACCI Risk-Management Module

Income: 175,636.90 UAH

Expenditures: 1,110,775.85 UAH

Status: Ongoing (terminated due to USAID exit)

Remaining expenditures covered final development, integration, and close-out activities.

9.4 Administrative and Core Operational Expenditures

Core operations and charitable contributions:

Income: 1,293,465.03 UAH

Expenditures: 1,267,027.91 UAH

Status: Ongoing (terminated due to USAID exit)

Core operations and charitable contributions:

Income: 1,293,465.03 UAH

Expenditures: 1,267,027.91 UAH

Status: Ongoing (terminated due to USAID exit)

Administrative costs remained within reasonable organisational limits, supporting HR, compliance, accounting, and operational infrastructure.

10. Contact Information

TECHNOLOGY OF PROGRESS

Registered in Ukraine on 19 May 2022

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

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Social Media and Online Platforms:

Official Website: uaprogress.tech

Big Recovery Portal: brp.org.ua

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

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

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

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Legal Information:

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