

APPROVED

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# **DEVELOPMENT STRATEGY OF THE ACCOUNTING CHAMBER FOR 2025–2029**

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## **INTRODUCTION**

### **Our new 2029 Strategy**

Our Strategy defines a general concept of the activities and development of the Accounting Chamber. It builds on the accomplishments achieved so far and sets out our main goals as an independent supreme audit Institution of Ukraine through 2029. We have developed this Strategy based on an assessment of the current state of affairs in the Accounting Chamber, including strategic challenges, analysis of stakeholder views and expectations, the potential institutional risks, and identifying the outcomes to be achieved.

### **Our strategic context**

The Accounting Chamber plays a key role in promoting transparency and efficiency in public finance management.

In recent years, the institution has been operating under unprecedented challenges resulting from the armed aggression of the Russian Federation, the need to maintain macroeconomic stability and ensure the financial resilience of the state under these conditions.

As Ukraine defends its sovereignty, the country is also developing a recovery plan to address the damage caused by the aggression of the Russian Federation. This process will require an efficient use of domestic resources, international financial assistance and development of effective reconstruction programmes. Given the reliance on external funding in a condition of security threats it is especially critical.

In this context, the Accounting Chamber performs a crucial task — monitoring the efficiency, transparency and accountability of the use of public funds and state property, which, in particular, contributes to strengthening trust in the state's policy.

European integration remains a strategic course for the state's further development and involves harmonisation of national legislation with the EU *acquis*, reforming of the public administration system, and improving its transparency and accountability. The legislative amendments have expanded the

mandate of the Accounting Chamber in line with international best practices, assigning the institution new responsibilities to strengthen oversight of the management of public funds and state property.

Given these circumstances, our Strategy not only outlines the Accounting Chamber's vision of priority areas of state external audit until 2029 but also defines core approaches to institutional transformation and development. This document outlines key areas for strengthening the institution's capacity, advancing its staff development, ensuring its activities are conducted in accordance with international standards, and adopting best practices in public sector auditing.

Accountability, integrity, public trust in the Accounting Chamber, and enhanced operational efficiency and effectiveness are key enablers for this transformation. The Accounting Chamber strives to position itself as a model of leadership by demonstrating its own leading example, adhering to the highest standards of professionalism, independence, and efficiency.

The implementation of strategic initiatives in these areas will reinforce the role of the Accounting Chamber as an independent supreme audit institution capable of effectively fulfilling its mandate in the public interests and in service of the state.

### **Our strategic goals**

We will carry out our mandate as an independent supreme audit institution of Ukraine, mindful of all challenges. We aim to contribute to the establishment of a more transparent, accountable and effective public administration in Ukraine.

Our 2025–2029 Strategy sets forth the ways we intend to transform this aim into concrete accomplishments through the achievement of the following four strategic goals:

- Goal I.** Ensuring audit assurance in a challenging environment;
- Goal II.** Developing human potential;
- Goal III.** Building trust and stakeholder engagement;

**Goal IV.** Infrastructure development.

Moreover, the 2025–2029 Strategy sets forth our vision, mission and values, and outlines the instruments and approaches that will enable the achievement of these strategic goals.

## **SECTION 1. VISION, MISSION AND VALUES**

**Vision:** The Accounting Chamber is an independent and professional supreme audit institution of Ukraine, which provides assessments of public finance and asset management, contributes to increasing transparency, accountability, and efficiency of public administration, and is trusted by the public and recognised by the international audit community.

**Mission:** To promote the effective management of public finance and state property for the benefit of society through the implementation of the state external audit activities.

### **Core values of the Accounting Chamber:**

- **competence and professionalism:** we uphold a high level of qualification and compliance with international standards, while continuously improving our audit activities;
- **independence and impartiality:** we safeguard independence from external influence, making decisions based solely on the objective evidence and professional standards, in order to ensure impartiality and trust;
- **trust and integrity:** we adhere to high ethical standards and accountability, preventing any actions that may undermine our confidence;
- **openness:** we promote transparency in our operations, welcome dialogue and take into diverse perspectives to enhance accountability to the public;
- **innovations and development:** we strive for excellence via implementing modern approaches, the latest technologies and the continuous advancing skills and processes.

## **SECTION 2. STRATEGIC DEVELOPMENT**

### **GOAL I. ENSURING AUDIT ASSURANCE IN A CHALLENGING ENVIRONMENT**

#### **1. INSTITUTIONAL AND FINANCIAL INDEPENDENCE**

##### **1.1. Current state of affairs**

The Accounting Chamber, in accordance with the Constitution of Ukraine, exercises control (audit) over the use of public budget funds and budget expenditures. The institution is an independent body having a discretion to define its activity areas.

The Accounting Chamber's 2019–2024 Development Strategy was focused on strengthening its independence, expanding its mandate and improving legislation. The most active phase of the reform was implemented during the period of 2023–2024, following the launch of negotiations on Ukraine's accession to the European Union in 2023, when the recommendations of the European Commission, the IMF and other partners aimed at improving the activities of the Accounting Chamber were incorporated into the EU-Ukraine Association Agreement.

The SIGMA Public Opinion Survey 2023 revealed a poor perception of the Accounting Chamber as an independent body.

The European Commission's reports as regards Ukraine's application for EU membership (2023) and progress under the EU Enlargement Package (2023–2024), as well as the SIGMA Monitoring Report (2023), identified the following vulnerabilities in the Accounting Chamber's status, including weak guarantees of independence, limited powers as regards auditing local budgets and state-owned enterprises and auditing consolidated financial statements, overlapping functions with the State Audit Service, and insufficient interaction with the Verkhovna Rada.

The adoption of the Law of Ukraine No. 4042–IX dated 30 October 2024 “On Amending the Law of Ukraine “On the Accounting Chamber” and Certain Other Legislative Acts of Ukraine” (hereinafter referred to as “the Law 4042”) significantly

strengthened the Accounting Chamber's independence. The institution was granted a status of the supreme state collegiate body of financial control (audit), the authority to audit local budgets, extra-budgetary funds and state-owned enterprises. It also introduced additional guarantees of functional, political, and financial independence. In particular, from now on, the Cabinet of Ministers must take into account the proposals of the Accounting Chamber regarding its financing, and budget allocations for its maintenance cannot be reduced without the consent of the institution.

Organisational independence is reinforced by the Law No. 4042 which introduced the positions of state auditors and set forth they do not fall within the scope of the Law of Ukraine "On Civil Service". The Law also provides for the independent determination by the Accounting Chamber of the maximum staffing level and establishes the prohibition of illegal interference in its activities. Judicial protection of the Accounting Chamber's independence by the Supreme Court has also been ensured.

Despite this progress, the constitutional entrenchment of the independence of the Accounting Chamber and the members of its Board as envisaged by the Lima Declaration of Guidelines on Auditing Precepts (INTOSAI P-1) has not yet been implemented, given that no amendments to the Fundamental Law are possible under the martial law.

## **1.2. Risks**

The Accounting Chamber may face risks to its independence stemming from possible interference by authorities with its exercise of its mandate. This interference can occur both through the adoption of financial or organisational decisions and through the use of informal political or administrative levers.

In particular, there is insufficient adherence to the IFPP regarding the financial and institutional independence of supreme audit institutions. The Accounting Chamber's planning, allocation and expenditure depends on the decisions made by the Ministry of Finance and the Verkhovna Rada Committee on Budget.

Inadequate safeguarding of the Accounting Chamber's independence by the relevant Committee of the Verkhovna Rada may hinder the protection of the financial and institutional interests of the Accounting Chamber.

In its turn, insufficient or irregular budget funding, including delays or reductions in funds, may become a significant obstacle to high-quality planning and audit activities. This may affect accomplishment by the Accounting Chamber of its mandate and damage the reputation of the institution as a whole.

### **1.3. Challenges and threats**

Ensuring the Accounting Chamber's institutional and financial independence requires full compliance with international standards of independence of SAIs (INTOSAI P-1, P-10) and the implementation of mechanisms designed to prevent the influence of third parties or institutions on its activities. One of the key objectives is ensuring stable and predictable financing of the Accounting Chamber even in a situation of economic turmoil. This will enable the Accounting Chamber to effectively exercise its authority is.

To this end, it is necessary to substantiate and advocate for the need for financing before the Ministry of Finance, the Cabinet of Ministers and the Verkhovna Rada, as well as to ensure proper judicial protection of institutional and financial independence from any interference, in particular through the Supreme Court.

Political pressure and attempts to limit the independence of the Accounting Chamber can be made through budgetary mechanisms or legislative amendments as well as politically motivated dismissals from/ appointments to the positions of the Accounting Chamber's members.

Budget cuts may significantly affect the exercise of its mandate by the institution. Moreover, the dependence of financing on the decisions of the Government poses risks of influencing the Accounting Chamber's activities. Insufficient resources could result in the failure to fulfil main tasks, loss of qualified staff and a decline in the quality of state external audit activities.

#### **1.4. Potential for development**

The Accounting Chamber's independence could be strengthened by enshrining provisions on its institutional and financial independence in the Constitution. Improving budget planning mechanisms to safeguard the stability and completeness of the Accounting Chamber's funding and its legislative protection will become an important step forward.

To mitigate risks, it is necessary to enhance partnership and improve interaction with the Verkhovna Rada by implementing the effective cooperation mechanisms. Strengthening cooperation with the academic community, domestic and international experts, partner organisations and SAIs may attract additional resources and expert support.

#### **1.5. Priority areas**

Full institutional and financial independence of the Accounting Chamber should be safeguarded at the legislative level, in line with international standards. Minimising political influence on the institution's activities is an important task.

#### **1.6. Key tasks**

To achieve these goals, it is necessary to enshrine the full institutional and financial independence of the Accounting Chamber and its members in the Constitution of Ukraine. Meanwhile, legislative provisions should be improved to guarantee the stable and complete funding for the institution.

Periodic external financial audits of the Accounting Chamber should be conducted based on a decision of the Verkhovna Rada. To assess the degree of the institution's independence, it is important to engage international experts to evaluate the extent to which the Accounting Chamber carries out its activities in accordance with the INTOSAI Framework of Professional Pronouncements (IFPP) and to ensure support for its independence.

Transparency of the Accounting Chamber's activities will be ensured through regular public reporting on the state of its

institutional and financial independence, the use of funds and performance results.

### **1.7. Expected outcomes**

Institutional and financial independence of the Accounting Chamber and its members will be enshrined in the Constitution of Ukraine. The influence of third parties or institutions on its activities will be minimised.

The level of funding and provision of resources necessary for the exercise of mandate by the Accounting Chamber should increase by at least 30percent, significantly enhancing the efficiency of the institution. The annual report on the state of the Accounting Chamber's independence, its expenses and performance will be published and discussed in the media, which will contribute to transparency and increase trust in its operations.

Based on the decision of the Verkhovna Rada, an external financial audit of the Accounting Chamber will be carried out at least once every three years (but no more frequently than annually), ensuring continuous financial oversight of its activities.

Progress in the institutional and financial independence of the Accounting Chamber and its members will be confirmed in the reports by international partners, in particular INTOSAI, IDI, SIGMA, and through the external assessments of its performance (Peer Review), which will provide the additional assurance of the institution's independence and effectiveness.

## **2. POWERS, RESILIENCE TA ACTIVITY MANAGEMENT**

### **2.1. Current state of affairs**

As part of the implementation of the 2019–2024 Development Strategy, the Accounting Chamber has strengthened its institutional capacity: a list of key institutional processes has been approved, their structure has been streamlined, and responsible officers have been assigned. Further changes aim at ensuring balanced distribution of tasks and resources, and formalisation of powers and accountability.

Risk Management has been integrated into the Accounting Chamber's activities. Annual planning of audit and control activities are based on a risk-based approach, which involves carrying out preliminary risk analysis in strategic areas of public policy. The improvements have been made to the electronic document management system, procurement processes, and assessment of material resource needs.

The institution's resilience in emergencies have been enhanced: administrative buildings are provided with backup power supply, technical upgrades and updates to IT-infrastructure are ongoing, and working conditions have been improved. In 2025, funding increased by 1.8 times compared to the previous year.

For further ensuring of the effective activity management, it is necessary to align the internal control system with institution's strategic goals and key performance indicators (KPIs). This will create a solid foundation for further development of the Accounting Chamber.

### **2.2. Risks**

The Accounting Chamber may face a number of challenges related to the legal, organisational and managerial aspects of its activities. One of the key challenges is insufficient scope of authority laid down in the relevant legislation, complicating the implementation of high-quality audits in all areas of public finance. In addition, the vagueness of legislative regulation may lead to the limitation of the Accounting Chamber's functions or their overlap with the functions other public authorities.

Additional risks may include limited access to necessary information and delays in the implementation of amendments to legislation as regards the Accounting Chamber's activities.

Risks to the effectiveness of the Accounting Chamber's activities may also emerge due to incomplete or improper implementation by the auditees of the recommendations provided to them, formal treatment of audit reports by the relevant committees of the Verkhovna Rada, and their failure to take necessary measures to non-compliance with the recommendations.

Organisational and managerial risks include possible uneven activity tasking and resource distribution between departments, insufficient integration of internal control and risk management procedures into the routine activities of the institution, limited preparedness for crises. Failure to develop emergency response plans, in particular against cyberattacks, natural disasters or military threats, may affect the vulnerability of the institution. In addition, the depending on key individuals for work processes may pose certain risks, as excluding these managers or lead specialists from the work process may disrupt the stability of the Accounting Chamber's operation.

### **2.3. Challenges and threats**

The Accounting Chamber is tasked with aligning its mandate, functions and methodological framework with the INTOSAI Framework of Professional Pronouncements (IFPP) and the requirements of the European Union. Properly exercising new powers as provided for by the legislative amendments, specifically, in terms of auditing international assistance funds, local budgets, state-owned enterprises and the government's consolidated financial statements, is a serious challenge.

The delineation of functions between the State Audit Service and the Accounting Chamber required the resolution at the legislative level. Special attention should be paid to audits in the areas of security and defence, infrastructure restoration and assessment of damage resulting from the armed aggression of the Russian Federation.

At the same time, there is a threat of adopting legislative acts that may limit or overlap the powers of the Accounting Chamber or be in conflict with international standards. Conflicts of competence associated with the overlapping functions of control entities may affect the effectiveness of the Accounting Chamber. There is also a risk of limiting auditors' access to the necessary information of public authorities, which may adversely affect the results of the institution's operations.

The audit activities of the Accounting Chamber must comply with international standards (ISSAI) and best practices, otherwise it may adversely affect the trust of international partners and the public. Additionally, threats associated with martial law, epidemics, cyberattacks and other emergencies that may destabilise the management processes and operational activities of the institution should be taken into account.

#### **2.4. Potential for development**

Further development of the Accounting Chamber should be based on harmonisation of its activities with international standards. It is essential to align the legislative and methodological framework with the requirements of the IFPP and the SIGMA recommendations. This will foster increased trust and credibility among international partners.

The exercise of new authority has a significant potential, particularly, in terms of auditing international assistance, local budgets and state-owned enterprises, as well as conducting priority audits in the areas of security and defence, infrastructure restoration and assessment of damage resulting from the armed aggression of the Russian Federation.

The use of modern digital audit tools and automation of processes will enhance management efficiency, improve monitoring of performance and oversight of the implementation of the Accounting Chamber's recommendations.

In addition, it is important to develop a business continuity plan in case of crises and set up a crisis response team for rapid response coordination in the emergencies.

## **2.5. Priority areas**

As part of institutional capacity development, it is necessary to ensure that the mandate of the Accounting Chamber are fully align with international standards at the legislative level, while avoiding their overlap with the mandate of other public authorities. It is also necessary to develop mechanisms for coordinating activities between the Accounting Chamber and other state control bodies to avoid institutional conflicts.

## **2.6. Key tasks**

An important step forward will be the establishment of a regulatory framework to ensure uninterrupted access for state auditors to data banks, registers and information systems operated by public authorities. International assistance funds, local budgets, state-owned enterprises and the government's consolidated financial statements are the priority audit areas.

Other important tasks include establishing effective interaction with the relevant committees of the Verkhovna Rada related to reviewing reports and implementation of the ACU's recommendations. A system of public monitoring of the implementation of recommendations should be introduced to enable tracking the implementation of the follow-up measures.

In order to improve internal management, a functional audit should be conducted to optimise the management structure and the distribution of functions among structural units. Development of a unified business continuity plan and regular stress testing to identify gaps in the crisis response system is another important priority.

## **2.7. Expected outcomes**

It is planned to eliminate legislative overlaps or limit the powers of the Accounting Chamber. Legislation to delineate roles and responsibilities between the Accounting Chamber and other state control bodies should be adopted.

The development and implementation of a regulatory framework will ensure uninterrupted access by state auditors to information resources. All reports of the Accounting Chamber

should be reviewed by the relevant committees of the Verkhovna Rada, with its findings, duly considered, and incorporated in the legislative and oversight activities of the Parliament.

An effective system is expected to be established for monitoring of the implementation of recommendations, and for assessing their impact on public finance management. The introduction of digital tools and optimisation of internal processes will further enhance management efficiency.

The developed business continuity plan will help the ACU to maintain its uninterrupted operation in any conditions, and regular stress testing will identify and mitigate potential risks in a timely manner. Ultimately, it will contribute to increasing the transparency and efficiency of the Accounting Chamber's operations in line with international standards.

### **3. STRATEGIC AND ANNUAL PLANNING**

#### **3.1. Current state of affairs**

The Accounting Chamber's strategic and annual planning forms the foundation for its effective performance and the achievement of the goals set. At the same time, the planning process faces a number of challenges that affects its effectiveness.

In 2019–2024, strategic and annual planning processes of the Accounting Chamber were improved.

Notably, in accordance with the Procedure for Strategic Planning of the Accounting Chamber's Operations, a mechanism for developing (drafting), implementing and evaluating the implementation of its Development Strategy was established.

In June 2024, a stakeholder survey was conducted, and its findings were taken into account in the preparation of this Strategy.

The annual planning process is based on a risk-based approach involving the analysis of economic sectors in order to select audit topics. The Work Plan for 2025 outlines the audit and administrative activities of the Accounting Chamber, sets tasks, timelines and responsible persons.

The main outcomes of the Accounting Chamber's operations are reflected in annual reports, published on the institution's website and submitted to the Verkhovna Rada for review.

The Accounting Chamber's territorial departments are mainly engaged in audits carried out by the central office, while the audits they carry out independently remain limited in scope.

#### **3.2. Risks**

Insufficient analysis of external and internal factors may result in the irrelevance of strategic and annual plans. Failure to develop an effective mechanism for risks identification and estimation, as well as inaccurate prioritisation, may negatively affect the resource allocation and the implementation of tasks. Lack of flexibility in planning may also slow down the response to economic, political or legislative changes.

### **3.3. Challenges and threats**

Where the staff is insufficiently involved in the planning process, their motivation and awareness of their own responsibility for the results of the implementation of plans may decrease. Moreover, uncertainty of SMART indicators may complicate the assessment and oversight of the achievement of strategic goals.

A significant threat may merge because of the inconsistency of plans with the Accounting Chamber's real capabilities — organisational or financial. There is also a risk of inconsistency of operational activities with strategic goals, which may lead to inefficient use of resources and a shift in focus from key areas. Insufficient oversight of the implementation of plans and unpredictable external factors, such as hostilities, pandemics, etc., may hinder the implementation of strategic objectives.

### **3.4. Potential for development**

Achieving maximum efficiency, relevance and impact of the Accounting Chamber's activities will be ensured by aligning annual planning with the goals of this Strategy, determining audit activities based on a risk-based approach, and introducing a transparent system for monitoring the implementation of plans.

### **3.5. Priority areas**

To increase the effectiveness of strategic and annual planning, it is necessary to introduce adaptive tools and the opportunities for prompt adjustment of plans in response to changes in the external environment. Aligning the Accounting Chamber's strategic and annual plans with national priorities, in particular, in the areas of defence, economic resilience, recovery, and European integration of Ukraine is a critical priority area.

Improved coordination among the structural units of the Accounting Chamber is also essential. The use of modern analytical tools and automation of planning processes will contribute to a more accurate and effective development of annual plans, monitoring their implementation and assessing performance.

### **3.6. Key tasks**

Introduction of risk identification and assessment mechanisms along with stakeholder survey tools will enable the accurate identification of priority audit areas auditing. It is important to develop a system of SMART indicators to assess the achievement of strategic goals, the effectiveness of annual plans' implementation, and the extent to which the share of financial audits and audits of consolidated financial statements of the main spending units is increasing. This ultimately enhance the transparency and accountability of public finance and asset management. It is necessary to establish an effective mechanism for involving staff in the planning process in order to increase their interest in, and responsibility for, the implementation of strategic goals.

Automation of planning, reporting, and monitoring processes will ensure optimisation of work.

Regular media coverage of the Accounting Chamber's achievements will contribute to increasing confidence of the public and international partners in its performance.

### **3.7. Expected outcomes**

Ensuring alignment of strategic and annual plans with the main needs of the public and the state, their consistency with the national priorities, and available resources for their implementation. The implementation rate of planned activities should reach at least 80 percent, automation of processes is expected to reduce time required for planning and monitoring. The share of the main spending units subject to financial audits should be no less than 30percent. Annual publication of reports containing measurable performance indicators will ensure transparency of the Accounting Chamber's operations. Furthermore, the implementation of a continuity management system will help to minimise the impact of crises on the achievement of strategic goals.

## **4. QUALITY MANAGEMENT**

### **4.1. Current state of affairs**

Quality management is a key element in ensuring the effective performance of the Accounting Chamber.

In 2024, the Accounting Chamber took important steps towards the implementation of a quality management system in accordance with INTOSAI standards (ISSAI 130, 140, 150). The Guidelines on Ensuring the Functioning of the Quality Management System were approved, responsible persons were assigned, a Quality Assurance Officer was elected, and an Expert Group to verify the quality of audits was set up.

The quality of audits is monitored at all stages: planning, implementation, reporting. Such quality control procedures such as Hot Review (verification of audits during their implementation) and Cold Review (verification of completed audits) have been implemented.

Auditors have been trained in the application of newly developed ISSAI-based methodologies and receive support from international experts.

In 2024, a Cold Review and a Quality Management System Performance Evaluation were carried out for the first time, their findings served as a foundation for recommendations for improving audit methodologies, activity planning, and human resource policy. As a result, the Accounting Chamber's audit activities are increasingly aligned with the International Standards of Supreme Audit Institutions (ISSAI), contributing to improving the institution's performance, strengthening public trust and a positive assessment during peer review to be conducted by leading members of INTOSAI in the future.

### **4.2. Risks**

Failure to comply with international IFPP standards in carrying out state external audit activities, fragmented character of the quality management system and inconsistent application of internal policies and procedures may complicate the timely identification and elimination of shortcomings in operations, lead

to overspending of resources, loss of confidence in the results of audits and a decrease in their effectiveness.

### **4.3. Challenges and threats**

A need to ensure alignment of quality management procedures with international standards and continuous improvement of the Accounting Chamber's processes as well as the implementation of an effective internal control system using digital monitoring and analysis tools remains a challenge.

The main threats though are the inadequate quality of audits, which may result in erroneous findings or recommendations, eroding confidence in the Accounting Chamber on the part of the public and international partners, and the lack of interest in institutional changes among employees themselves.

### **4.4. Potential for development**

Implementation of international quality control standards, use of innovative IT solutions to automate data analysis, and development of employee competencies through regular training.

### **4.5. Priority areas**

Ensuring conformity of the Accounting Chamber's audit activities with international quality standards, improving the soundness of findings and recommendations based on the outcomes of audits through qualitative analysis, proper control, and automation of processes. To do this, it is necessary to implement a unified approach to planning, carrying out audits, and their checking for compliance with the IFPP; improve the quality management system; optimise the processes of documenting audit activities; and implement standards for drawing up audit reports; and to adopt an index and reference system.

Regular reviews are important for assessing the quality of audit activities and utilizing analytical tools to automate data analysis. They also ensure monitoring of the implementation of the Accounting Chamber's recommendations, and response measures in case the auditees failed to meet deadlines and ensure full implementation.

#### **4.6. Key tasks**

Ensuring improvement of staff competencies in quality management, adoption of tools for automation of documentation and monitoring processes, and regular assessment of the effectiveness and impact of audits.

#### **4.7. Expected outcomes**

Full alignment of the Accounting Chamber's processes and procedures with the requirements of the IFPP, enhancing the effectiveness of audit activities and increasing the implementation rate of the Accounting Chamber's recommendations. Most of audit activities should be carried out using automated analytical tools.

All employees should undergo training and improve their qualifications in quality management as well as in use of analytical audit tools. These should result in confirmation of the Accounting Chamber's compliance with DSTU ISO 9001:2015 and recognition by international partners of its capacity to ensure proper control and quality management of audits.

## **GOAL II. DEVELOPING HUMAN POTENTIAL**

### **5. HUMAN RESOURCES AND TRAINING**

#### **5.1. Current state of affairs**

The staffing of the Accounting Chamber's structural divisions, which carry out external public auditing, is about 70 percent, and in some divisions, it is below 40 percent. At the end of 2024, staff number of civil servants is 624 persons, including 455 auditors (65 percent). The management-to-executive staff ratio is 27/73.

Over the past three years, staff turnover has increased — from 7.9 percent in 2022 to 12.9 percent in 2024, while in 2019–2021, the above indicator was within 5.1–6.8 percent. This requires new approaches to recruitment and staff motivation. The Law No. 4042 introduced an open competition for the positions of the Accounting Chamber's members with the engagement of international experts, and changed the personnel management system. In particular, it introduced the positions of state auditors who are not categorised as civil servants.

In accordance with international standards INTOSAI and ISSAI 150 (Auditor Competence), competency profiles, competency requirements and the procedure for competitive selection for the positions of state auditors have been developed. Measures are also being taken in advance training, training and internship of employees. In 2024, 390 people (representing 75 percent of the staff) completed training, 1087 certificates were issued.

In order to further upgrade the personnel management system, a strategy is being developed and training programmes are being improved. Specialists conducting audits are being transferred to new service conditions.

#### **5.2. Risks**

High qualification requirements, challenging working conditions, heavy workload and stress, along with insufficient support in difficult situations, an imperfect system of recognition of

the employees' achievements may significantly accelerate staff turnover.

The shortage of qualified, motivated and integrity-driven staff will affect the performance of the Accounting Chamber.

### **5.3. Challenges and threats**

The creation and staffing of state auditors' positions, the development of appropriate regulatory framework, and establishment of robust process for personnel selection, recruitment, internship, mentoring as well as onboarding of new employees is the most important challenge. The need to develop and implement a system of evaluation and certification of auditors in accordance with national legislation and taking into account international standards will require serious efforts, and career management. Proper motivation and improvement of professional competences of the staff — improving the approaches employed by the subdivision responsible for these processes.

The Accounting Chamber's performance may be negatively impacted by its staff's inability to swiftly adapt to new requirements.

High emotional tension and stress may reduce team performance, increase in the number of errors at work, and deteriorate the psychological environment. The lack of adequate motivation and an unfavourable corporate culture may cause the drain of key specialists, which will jeopardise the sustainable functioning of the entire institution.

### **5.4. Potential for development**

Attracting talented specialists and young specialists through the professionalisation of recruitment and selection processes is one of the main development opportunities. Establishment of internship programmes for graduates of specialised educational institutions and their ranking is an important step forward. It is necessary to encourage the staff to unite behind the Accounting Chamber's common values and mission, to develop their sense of ownership of the results of the institution's activities, which work for the common good of the public and the state. A system of

psychological support should be established, and the programmes for the stress prevention and development of communication skills among the staff should be implemented.

As regards motivation, effective non-financial incentives should be implemented, along with a competitive remuneration.

To ensure career development, it is worth introducing a system of continuous training, including certification under international programmes (CIPFA, IDI, etc.). Accumulation and exchange of acquired knowledge and experience between employees, as well as their regular training on crisis response is an important area.

### **5.5. Priority areas**

The main goal is establishing a well-coordinated, highly professional, motivated and integrity-driven team of specialists capable of working in accordance with international standards. The team should continuously develop their knowledge and skills, and apply modern methods and technological solutions in their work. At the same time, it is necessary to provide them with an adequate work environment.

### **5.6. Key tasks**

To achieve the above goals, it is necessary to develop and implement the Accounting Chamber's Personnel Management Strategy. This Strategy will cover the development of corporate culture, recruitment activities, improving the selection and candidates' integrity checks. It is also necessary to develop internship, mentoring and onboarding procedures to attract and integrate new employees into the team. In addition, the implementation of a comprehensive performance evaluation system and mechanisms for recognition and incentives should be launched. It is necessary to arrange the provision of psychological support for the Accounting Chamber's staff and introduce a regular assessment of their psychological well-being.

Development and enhancement of training programmes, continuous education and advanced training of the staff in cooperation with specialised educational institutions and audit

organisations will constitute another important step forward. It is advisable to implement a system for collecting, analysing and eliminating errors in the personnel's work and mechanisms for accumulating and disseminating knowledge and best practices.

It is also necessary to elaborate the unified corporate culture standards, which will foster team cohesion. Another critical aspect is developing a culture of mutual support and respect, which will maintain staff motivation and a healthy psychological environment, and reduce any tensions within the team.

To enhance the team performance, it is necessary to implement an internal communication system to increase trust in management, foster a clear understanding of the organisation's goals and tasks.

It is worth introducing an annual ranking and award titled "The Best Educational Institution for Training Public Sector Auditors".

### **5.7. Expected outcomes**

Selection of the Accounting Chamber's staff will be carried out on a competency-based approach, with all candidates required to pass an integrity check. New employees will receive support in the form of mentoring and will have an onboarding period.

Each year, the Accounting Chamber's state auditors and civil servants will undergo performance evaluations, the results of which will influence their motivation and career growth. It is planned that the employee satisfaction with working conditions and career prospects will reach 90percent, and the staff turnover rate will not exceed 5percent per year. The Accounting Chamber's employees will have the opportunity to develop their professional skills and apply their newly acquired knowledge in their work.

The Accounting Chamber will also participate in the development of higher education standards for the training of public sector auditors, the assessment of graduates of relevant educational institutions, and the establishment of a talent pool of candidates for state auditors. An annual ranking of educational institutions training auditors and relevant award ceremonies will be

held. Moreover, an Accounting Chamber's internal knowledge management portal will be launched. It will facilitate the dissemination of innovations and best practices.

Activities in human resource management and training will be aligned with international standards laying down the requirements for human resource management systems.

## **6. ENSURING COMPLIANCE WITH ETHICS AND INTEGRITY REQUIREMENTS**

### **6.1. Current state of affairs**

The Accounting Chamber adheres to high ethical standards and principles of integrity, which serve as foundation for the public trust and confidence of international partners in its performance. To monitor adherence to ethical norms, an Ethics Committee has been established, and the Code of Ethics is the primary regulatory document and is aligned with ISSAI 130. At the same time, there is a need in improving the mechanism for monitoring compliance with ethical norms. It includes the development of the consultation procedure and the designation of responsible persons. It is important to formalise notification mechanisms in case of possible violations and risks.

To assess integrity, a self-assessment of vulnerability and resilience to integrity violations was conducted in 2018 using the IntoSAINT methodology. Another assessment is planned for 2026 with the support of SAI of the Netherlands.

The development of the Accounting Chamber's Anti-Corruption Programme for 2023–2025 setting forth the rules of ethical behaviour, principles for preventing and detecting corruption, and a Risk Register, - was an important framework for the implementation of the anti-corruption policy. The staff adheres to the principle of zero tolerance for corruption and a culture of integrity.

The Accounting Chamber has introduced mechanisms to protect whistleblowers and has established rules for dealing with conflicts of interest. Auditor independence is confirmed by completing independence certificates in accordance with INTOSAI standards.

The anti-corruption policy includes a counterparty analysis and covers elements of a due diligence mitigating the risks of engaging with unreliable partners. All these measures are aimed at minimising corruption risks and enhancing the reputation of the Accounting Chamber.

## **6.2. Risks**

The risks associated with the need to strict adherence to ethical standards and anti-corruption legislation require special attention due to the significant potential impact on the reputation of the Accounting Chamber. Such violations may be caused by inadequate control and unclear roles of responsible persons and the staff of the Accounting Chamber may not always be aware of the importance of adhering to ethical standards and integrity in their activities.

Late identification of a conflict of interest or a private interest in decision-making, bias affecting work and unethical behaviour in the performance of official duties may also undermine trust in the institution's impartiality.

## **6.3. Challenges and threats**

The main challenge is a need to establish culture of ethical behaviour and zero tolerance towards corruption by incorporating relevant principles into the Accounting Chamber's activities.

It is important to ensure that the provisions of the Accounting Chamber's Code of Ethics are not applied formally only, but are properly implemented. Achieving this goal requires an active involvement of employees in the implementation of anti-corruption policies, their adherence to the standards of ethical conduct, and the implementation of effective procedures in response to violations in the institution's operations.

Without proper control, violations of anti-corruption legislation and ethical norms can pose a serious threat and will affect the institution's performance. Pressure or instigation of violations by stakeholders is also a significant risk. A loss of trust in the institution resulting from an unethical or dishonest behaviour by its staff, especially if such cases are not properly addressed, can adversely affect the reputation of the Accounting Chamber.

## **6.4. Potential for development**

Improvements in the anti-corruption policy and ethical standards, regular updates of the Accounting Chamber's Code of Ethics and the Anti-Corruption Programme in accordance with

international recommendations will increase the effectiveness of relevant measures.

Defining the responsible persons' roles and implementing mechanisms for monitoring compliance with ethical norms will help prevent conflicts of interest and improve the culture of integrity. Regular training on ethics and integrity will enhance staff awareness of applicable legislative requirements and standards.

### **6.5. Priority areas**

The main goal is to ensure the Accounting Chamber's officials in their activities adhere to the high standards of ethical behaviour and integrity. Developing the culture of zero tolerance towards corruption and preventing ethical misconduct requires the establishment of effective mechanisms for the prevention, detection and response to such violations.

### **6.6. Key tasks**

It is necessary to develop, and regularly update policies, rules and procedures to ensure compliance with anti-corruption provisions and standards of ethical behaviour. Enhancing employees' awareness of legal requirements is a key task which implementation will be supported, in particular, through explanatory efforts. It is important to implement mechanisms for identifying and managing ethics-related risks as well as optimising procedures for ensuring compliance with anti-corruption standards. It is necessary to establish effective mechanisms for monitoring and controlling compliance with ethical requirements as well as rapid response mechanisms to address potential violations.

### **6.7. Expected outcomes**

Significant progress has been achieved in ensuring the ethical behaviour and integrity in the Accounting Chamber's activities. All employees are familiar with the anti-corruption policy and the Code of Ethics, and undergo regular training. No violations of anti-corruption legislation have been identified. Mechanisms for preventing violations and responding to potential reports thereof are functioning effectively. Consequently, the institution is well-

placed to be recognised by international partners as one that adheres to the highest ethical standards and combats corruption in accordance with international requirements.

## **BUILDING TRUST AND STAKEHOLDER ENGAGEMENT**

### **7. INTERNATIONAL COOPERATION**

#### **7.1. Current state of affairs**

Since 2019, the Accounting Chamber has entered into five bilateral agreements with the SAIs of Israel, Moldova, Germany, UAE and Czech Republic.

Despite the challenges resulting from the full-scale armed aggression of the Russian Federation, the Accounting Chamber has advanced its international cooperation. The institution has strengthened partnerships with the SAIs of the UK, Estonia, Latvia, Lithuania, the Netherlands, Germany, Poland, Slovakia, the USA, the Czech Republic and cooperation with the European Court of Auditors.

The main goals of international cooperation include exchanging experience, training, acquiring the best global practices in public sector auditing and sustaining Ukraine's positive image on the international arena. The Accounting Chamber is being actively engaged in the activities of the INTOSAI Professional Standards and Capacity Building Committees, as well as in the INTOSAI Working Groups on Environmental Auditing (INTOSAI WGEA), Public Debt (INTOSAI WGPLD) and on the Fight against Corruption and Money Laundering (INTOSAI WGFACML). The Accounting Chamber has made significant achievements in developing and implementing audit guidelines, in particular in the area of environmental protection and the prevention and mitigation of the consequences of man-made disasters.

Within EUROSAI, the Accounting Chamber chairs the Working Group on the Audit of Funds Allocated to Disasters and Catastrophes. Its mandate and chairmanship were extended by the decisions made at the EUROSAI Congresses in 2021 and 2024. The Accounting Chamber participates in the EUROSAI Working Groups

on Environmental Auditing (EUROSAI WGEA), Information Technologies (EUROSAI ITWG), Municipality Audit (EUROSAI WGMA) and in the newly established EUROSAI Project Group on EUROSAI Support to the Accounting Chamber of Ukraine.

The Accounting Chamber performs audit tasks under the European Neighbourhood Instrument 2014–2020 Cross-Border Cooperation programmes (ENI CBC) and under the new EU cross-border and transnational cooperation programmes INTERREG NEXT (2021–2027), as well as under the Danube Transnational Programme (Interreg V-B Danube). The Accounting Chamber has conducted audits of the use of funds provided as part of direct budget support to Ukraine by the US Government and the World Bank.

The institution actively participates in international coordinated and parallel audits alongside foreign SAIs, in particular by initiating them on previously proposed topics. Since 2019, the Accounting Chamber has participated in four international audits, with further five in progress.

## **7.2. Risks**

The Accounting Chamber's international activities may encounter a number of challenges caused by unstable communication with international partners and limited opportunities for participation in international events and initiatives. One of the key factors is insufficient funding. A significant part of the international cooperation activities and associated Accounting Chamber's capacity-building plans depend on the support in the form of international grants and technical assistance. This poses potential risks to their implementation in the event of shifting priorities of development partners, termination of relations or cooperation.

## **7.3. Challenges and threats**

The Accounting Chamber should enhance its engagement in the activities of INTOSAI and EUROSAI, including participation in their initiatives, working groups and bodies. A priority task is to establish systematic, proactive and effective interaction with the leading SAIs of the EU member states, the European Economic

Area, the European Court of Auditors, the UK National Audit Office and the U.S. Government Accountability Office.

Further expansion of the network of international partners is necessary to facilitate the exchange of experience and best practices. The Accounting Chamber should initiate and activate its participation in international audits. At the same time, improving the foreign language proficiency of auditors remains an important prerequisite for fruitful international cooperation.

One of the main challenges facing effective international engagement is institution becoming partially or completely isolated due to political or economic factors.

The Accounting Chamber's institutional capacity-building efforts could be negatively impacted by the loss of access to the best international practices. Moreover, shifting international priorities and diminished focus on Ukraine within international financial programmes may result in reduced funding and, consequently, fewer opportunities for development.

#### **7.4. Potential for development**

In order to strengthen international cooperation, a participation in international initiatives, in particular INTOSAI, EUROSAI and other specialised professional audit organisations should be intensified. Joint training sessions, workshops, peer visits of SAI delegations from other countries, participation in international audits will foster the Accounting Chamber's continuous development and help secure its worthy position within the SAI community.

One of the key areas of development is strengthening of the Accounting Chamber's role as a leader in external state audit reform among the Eastern Partnership countries. Securing technical and financial assistance from international partners will strengthen the Accounting Chamber's institutional capacity and accelerate its integration into the international audit community.

#### **7.5. Priority areas**

Development of international cooperation will contribute to increasing the Accounting Chamber's role and standing within

international audit organisations, and will ensure the Accounting Chamber's broader engagement in international audits and technical assistance projects.

### **7.6. Key tasks**

In order to achieve this goal, the cooperation with INTOSAI, EUROSAI and other international organisations should be expanded. The Accounting Chamber should be more actively engaged in international audits, increase its participation in joint seminars and training sessions with partner SAIs. Obtaining grants and technical assistance to support the development of the Accounting Chamber's institutional capacity, enabling its expanded capabilities and strengthening its position in the international arena remains an important task.

### **7.7. Expected outcomes**

The implementation of these measures will ensure the Accounting Chamber's participation in the majority of the INTOSAI and EUROSAI working bodies meetings and initiatives. The Accounting Chamber engages in at least three international audits annually, which contributes to strengthening its international standing as well as to expanding and improving the range of applicable audit approaches.

Mobilising grants and international technical assistance will ensure a more sustainable development of the Accounting Chamber's institutional capacity. At least 30 percent of the staff participates in international workshops, training sessions and technical assistance projects, which contributes to improving the auditors' professional competencies.

## **8. COMMUNICATION AND RELATIONS WITH STAKEHOLDERS**

### **8.1. Current state of affairs**

The Accounting Chamber's Development Strategy for 2019–2024 did not reflect stakeholder expectations, and the area of communications was not considered a priority. At the same time, according to the SIGMA survey, public trust in the institution has been growing in recent years: from 8percent in 2018 to 37percent in 2023. A follow-up survey was conducted in 2024, and its findings have been taken into account in the development of this Strategy.

The Accounting Chamber has a dedicated communications unit, designated responsible staff members, and established interaction procedures. The main Accounting Chamber's communication tools include official website, social media pages, and targeted e-messaging to the mass media and civil society organisations on the institution's performance issues..

In external communication, special attention is paid to ensuring the information messages are presented in accessible way and are relevant and accurate by their content.

### **8.2. Risks**

Insufficient consistency in interactions with the public and the media may complicate the delivery of unbiased and accurate information on the institution's performance.

A lack of robust internal and external communication mechanisms may slow down the development in this area. Crisis communications remain largely reactive, which may diminish the effectiveness of work with the information environment and affect timely response to external challenges.

### **8.3. Challenges and threats**

Modern society demands a high level of accessibility and transparency of information regarding the Accounting Chamber's activities. Adaptation of communication approaches to the changing conditions of the information environment, the current needs and public demands is essential for the effective delivery of information to stakeholders. It is important to ensure proactive

communication, which will include planned outreach work covering the activities of the Accounting Chamber and its staff. At the same time, the form and contents of external and internal communication must meet the capabilities and demands of target audiences. This will improve the way information is perceived and effectively influence the shaping of public opinion.

Poor understanding by the public of the essence, significance and impact of the results of the Accounting Chamber's work due to the complexity of the presentation form, lack of accurate information and insufficient public communication consist one of the main threats. The institution may become the target of information attacks aimed at discrediting its activities and damaging the reputation of its employees. Failure to respond promptly could erode public trust and the confidence of international partners.

Taking into account the stakeholders perspectives on the activities of the Accounting Chamber and the need to develop an effective feedback mechanism represent serious challenges.

#### **8.4. Potential for development**

Public reporting is one of the key areas for developing communication policy. Publishing audit results regularly in an accessible and understandable format for the general public will help to increase trust in the activities of the Accounting Chamber. Enhancing interaction with the public, media, international partners and other stakeholders by establishing effective mechanisms is a critical precondition. Further development of the Accounting Chamber's digital platforms will improve communication and provide stakeholders' feedback.

#### **8.5. Priority areas**

The main area of activity is raising stakeholders' awareness of the Accounting Chamber's operations and fostering confidence in its activities.

#### **8.6. Key tasks**

In order to achieve this goal, it is necessary to prepare and implement the Accounting Chamber's Communication Strategy,

which will include i.a. an algorithm for anti-crisis communications. A key task is to regularly and accessibly inform the public about the activities of the Accounting Chamber and its staff, to ensure information support for audit activities and to promote awareness of audit results. To improve communication with stakeholders, it is necessary to introduce effective feedback mechanisms, to engage them in cooperation through organising and conducting joint events. In addition, the Accounting Chamber should expand the information coverage of target audiences.

To enhance the visibility of the institution and its staff, it is planned to introduce an annual ranking alongside with the award titled “State Auditor of the Year”.

### **8.7. Expected outcomes**

The approval of the Accounting Chamber’s Communication Strategy will ensure the implementation of the tasks outlined above. All key activities of the institution including audit activities will receive comprehensive information coverage, which will increase public trust and promote broader dissemination of the results of these activities. 100percent of audit results and other information subject to publication under the the legislation have been published in a timely manner.

It is expected that awareness of, and trust in, the Accounting Chamber will increase. The institution should assess these indicators annually.

In addition, an annual ranking followed by the award titled “State Auditor of the Year” will be introduced, as an important element in promoting the profession of auditor and enhancing the prestige of public sector auditing.

### **GOAL III.**

## **INFRASTRUCTURE DEVELOPMENT**

### **9. MANAGEMENT OF IT INFRASTRUCTURE**

#### **9.1. Current state of affairs**

The Accounting Chamber automates institutional processes, however, its IT infrastructure needs updating. In accordance with the previous Accounting Chamber's Development Strategy, the information and communication system, server equipment, computers and laptops that had been in operation for over 5 years were modernised. The subscriber note of the special information and communication system as part of the National Confidential Communication System (SICS NCCS) was also upgraded, and the comprehensive information protection system was certified.

The Accounting Chamber's official website, launched in 2019, partially meets the requirements of current legislation and requires updating.

To support audit operations, additional software products like Microsoft Visio, Adobe Acrobat, YOUCONTROL, YC World are used, and specialised Case Ware software (Audit and IDEA modules) is being under implementation.

The Accounting Chamber's self-assessment of its IT infrastructure, conducted in 2024, revealed that IT processes were not very mature, which reduced their effectiveness when conducting state external audits. The Accounting Chamber's archive exists only on paper, giving rise to a need of archiving audit files created in electronic format.

Insufficient funding, limited access by the auditors to state registers, non-utilisation of geotechnologies and spatial analysis, the absence of the approved Accounting Chamber's IT Strategy, non-functional user support and incident response service (Service Desk), test environment and knowledge transfer system are the main factors contributing to low self-assessment results.

#### **9.2. Risks**

The use of outdated technological solutions in the functioning of the Accounting Chamber's IT infrastructure can complicate the

effective management of data and digital processes. Meanwhile, insufficient funding can limit the institution's ability to support and upgrade systems.

A shortage of qualified IT specialists and low digital literacy of the staff may also adversely affect the pace and quality of technological modernisation efforts. Limited access to state databases, registers and automated systems may result in additional challenges to audit activities.

The risk of cyberattacks, unauthorised access, leakage or loss of information remains constant and tends to grow.

### **9.3. Challenges and threats**

One of the key tasks is to ensure adequate security, data protection and access to information. To this end, the development of mechanisms for rapid recovery of information systems in case of crises and establishment of effective backup channels of access to critical data are required. A crucial area of focus remains the modernisation of IT infrastructure, which will allow the Accounting Chamber to maximise its potential in its day-to-day activities. There is an urgent need to optimise, digitalise, automate and regularly update the Accounting Chamber's workflows to increase their efficiency.

Inadequate information protection can result in data compromise or loss posing a serious threat to the Accounting Chamber's professional and impartial activities. The institution may suffer reputation losses due to accusations of misuse of information at its disposal. Lagging behind in technological development compared to other public authorities or SAIs may also lead to a degradation of audit processes and complicate interactions with other institutions.

### **9.4. Potential for development**

Development of IT infrastructure should be based on the digitalisation of key processes of the Accounting Chamber. Implementation of modern information systems will foster the increase in the efficiency of audit management and processing of large data sets. Another crucial step forward is the establishment of

analytical tools ensuring the constant remote access to information and enabling the use of advanced technologies, in particular big data and artificial intelligence (AI),. Strengthening cybersecurity, developing a cyber incident response system and ensuring the uninterrupted operation of information systems are essential preconditions for the stable functioning of the digital infrastructure.

### **9.5. Priority areas**

Digitalisation and automation of the Accounting Chamber's processes are key tasks implementation of which will contribute to increasing efficiency of these processes and to creating a secure cyber environment. A backup IT infrastructure needs to be developed. This will allow the institution to resume its activities quickly in an event of an emergency.

### **9.6. Key tasks**

To achieve these goals, the Accounting Chamber's Digital Transformation Strategy should be developed and implemented, establishing the foundation for a long-term plan for the modernisation of information systems. Providing a permanent remote access for state auditors to databases, registers and automated systems will be another important step forward. The automated interoperable systems providing data processing and analysis, along with the automation of audit processes and management of the institution, need to be introduced.

To improve the Accounting Chamber's performance, an internal information space should be created to provide centralised access to its information resources. A priority task is to strengthen cybersecurity in accordance with international standards, which includes operating the distributed data backup systems and ensuring their preservation under all unforeseen circumstances.

### **9.7. Expected outcomes**

As the result of implementation of the above measures, the Accounting Chamber's Digital Transformation Strategy has been approved. State auditors have permanent remote access to databases, registers and automated systems operated by public

authorities. The share of outdated IT infrastructure does not exceed 20percent, and the institution's workflows use modern digital solutions.

The processes of the Accounting Chamber will be subject to annual IT audits, to promote their improvement and ensuring security. Information obtained from databases and state registers will be automatically processed and analysed. The interoperability between audit and management systems will ensure effective information exchange across various digital platforms.

It is expected that the time spent on maintaining and administering the processes of the Accounting Chamber will be reduced, and the number of cybersecurity breaches will be minimised. As a result, full protection of the Accounting Chamber's information resources has been ensured, and access to them will remain maintained, even in the emergencies.

These measures will be implemented in accordance with international standards, which will ensure a high level of information protection, increased institution credibility, effective IT assets management and integration of advanced digital technologies into the Accounting Chamber's activities.

## **10. ASSET MANAGEMENT**

### **10.1. Current state of affairs**

As part of the implementation of the tasks outlined in the Accounting Chamber's Development Strategy for 2019–2024, a material and technical support needs assessment was conducted. Due to limited funding, only priority items were procured.

The Accounting Chamber operates the administrative buildings and premises with a total area of 15,875.1 sq. m and land plots with a total area of 14,917.0 sq. m in the cities of Kyiv, Dnipro, Lviv, Odessa, Kharkiv, Vinnytsia and Uzhhorod. These assets are owned by the state based on operational management, lease or permanent use. A substantial proportion of these assets has been operational since 1996 and requires refurbishment.

In order to ensure an uninterrupted functioning of the Accounting Chamber's infrastructure under martial law conditions, the administrative buildings have been equipped with backup power generators.

Given the Accounting Chamber's expanded mandate, the number of institution's staff is planned to be increase to 1,000 by 2029. This will require additional office space in accordance with the established standards.

### **10.2. Risks**

The Accounting Chamber's asset management system may encounter a number of issues, in particular insufficient or inconsistent budget funding. This may complicate maintaining the material and technical base in proper condition and reduce the efficiency of its management.

Failure to implement up-to-date operational accounting of assets and the lack of properly equipped premises for the staff (including the ACU's territorial departments) may seriously hinder the process of exercising the institution's mandate. Moreover, the uncertainty as regards the infrastructure functioning algorithm in the event of unforeseen circumstances may affect the Accounting Chamber's emergency response efficiency.

### **10.3. Challenges and threats**

The main task is to ensure transparent, effective and resource-saving management of the Accounting Chamber's assets, which includes the implementation of modern automated accounting and management systems. Search for additional premises for staff accommodation in order to provide employees with proper working conditions remains an important priority.

Improper asset management can lead to financial losses or their inefficient use. In addition, there is a risk of reputational damage due to potential accusations of misuse of state property or inefficient procurement practices. In the absence of a sufficient number of properly equipped premises may hinder the Accounting Chamber's ability to perform its functions, directly affecting its operational efficiency.

### **10.4. Potential for development**

To improve the situation, it is necessary to implement automated systems for operational accounting and asset management. This will contribute to a more efficient allocation of resources and increase productivity. Modernising the material and technical base, upgrading office equipment and infrastructure is essential to establish proper working conditions for the staff. Special attention should be paid to the creation of a backup infrastructure to ensure continuity of the Accounting Chamber's operations, even in the event of unforeseen circumstances.

### **10.5. Priority areas**

The main task is to optimise asset management to increase the efficient and resource-saving use of state property. It is also necessary to provide the Accounting Chamber's staff with a sufficient space and properly equipped premises. An important element of the asset management strategy should be the creation of a backup infrastructure securing continuity of the Accounting Chamber's operations in emergencies.

### **10.6. Key tasks**

To achieve the above goals, an audit of the use of the Accounting Chamber's assets should be conducted and the need

for additional premises should be identified. The implementation of an operational accounting and asset management automated system will enable strengthening oversight and improve the efficiency of their use. It is also advisable to modernise the material and technical base, including upgrading equipment and infrastructure.

In addition, it is necessary to select and place under the Accounting Chamber's operational management some additional premises for staff, including of the institution's territorial departments. Another important task is to create backup infrastructure that enables the institution to promptly continue its operation and secure its functioning in the event of unforeseen circumstances.

### **10.7. Expected outcomes**

The implementation of the above measures will result in the approval of the Accounting Chamber's Asset Management Strategy and the implementation of the audit recommendations on the asset utilisation will ensure their effective operation.

The automated operational accounting and asset management system will contain comprehensive data on the entire material and technical base of the Accounting Chamber, thereby enabling oversight of its utilisation. The institution will work to reduce the costs associated with the maintenance and servicing of assets, fostering more efficient use of budget funds.

Transferring additional premises to the Accounting Chamber will allow the institution to fully meet the needs of its staff.

Asset management will be carried out in accordance with international standards, facilitating the increase in its efficiency and aligning with best practices.

### **SECTION 3.**

## **FINANCIAL SUPPORT FOR THE STRATEGY IMPLEMENTATION**

Effective implementation of the Strategy requires adequate financial support, which entails optimal planning, distribution and oversight of the use of financial resources. Funds allocated from the State Budget of Ukraine, international technical assistance, grants from international organisations as well as other sources not prohibited by law constitute the primarily funding for the implementation of this Strategy.

The Accounting Chamber incorporates its request for funding the implementation of measures under this Strategy in the Budget Proposal and Budget Request to be considered during the preparation of the draft State Budget for the relevant year.

Mobilisation of international technical assistance and grant programmes will be ensured through active cooperation with international financial organisations, the European Union, the UN, the World Bank, as well as other institutional donors and government funding mechanisms to secure the resources required to improve the Accounting Chamber's audit activities.

To ensure transparency and accountability of financing for the purpose of Strategy's implementation, the publication of the institution's financial statements and conducting periodic audits of the financial resources utilisation should be ensured.

Stable and timely funding of activities outlined in the Strategy, optimal use of resources, improving the performance of the Accounting Chamber through the digitalisation and automation of processes, and ensuring high level of staff competence represent the expected outcomes of financial support.

## **SECTION 4.**

### **MONITORING OF IMPLEMENTATION OF THE STRATEGY AND REPORTING**

Effective implementation of the Strategy requires continuous monitoring and proper reporting. Monitoring aimed at systematic tracking of the implementation of strategic tasks, assessing the achievement of the goals set and timely identification of possible deviations will enable prompt adjustment of measures to achieve the planned results.

The Strategy is implemented as part of the Accounting Chamber's annual planning activities. The relevant structural subdivisions of the main office responsible for implementing measures under the Strategy take into account the relevant tasks in their annual action plans. This ensures consistency between the strategic and operational levels of management and effective allocation of resources.

Information on the implementation of the Strategy is provided in two formats:

- internal reporting: responsible structural subdivisions submit information on the progress in the Strategy's implementation to the Secretary of the Accounting Chamber, the Chairperson and members of the Accounting Chamber on a quarterly basis;
- external reporting: interim annual reports on the progress in the Strategy's implementation and a final report for the entire implementation period are published on the official website of the Accounting Chamber.

Monitoring of the Strategy's implementation and its information coverage are carried out in accordance with the Procedure for the Strategic Planning of the Accounting Chamber's operations as approved by the Decision of the Accounting Chamber No. 27-4 dated 6 June 2024.

In the event of significant changes in external conditions or significant deviations from planned indicators, a mechanism for adjusting individual provisions of the Strategy will be activated by

making the necessary clarifications. This will ensure that the Strategy remains relevant and effective, taking into account challenges and needs of state external audit.

Attached to this Strategy is the Accounting Chamber's Strategic Development Framework, which encompass structured information on risks, challenges, threats, development potential, priority areas, tasks and expected outcomes.

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**ANNEX**  
**to the Development Strategy of**  
**the Accounting**  
**Chamber for 2025–2029**

**The Accounting Chamber’s Strategic Development Framework**

|  | Risks  | Challenges  | Threats  | Potential for development   | Priority areas  | Tasks  | Expected outcomes  |
|--|--|---|--|---|---|--|--|
| <b>Strategic Goal I.</b>                                   |  |   |  |   |   |  |  |
| <b>ENSURING AUDIT ASSURANCE IN A CHALLENGING SITUATION</b> |  |   |  |   |   |  |  |
| <b>INSTITUTIONAL AND FINANCIAL INDEPENDENCE</b>            | <ul style="list-style-type: none"> <li>• Loss of independence by the Accounting Chamber and its members due to the interference by the authorities, including through informal political or administrative levers, in the exercise of the ACU's mandate, the institution's decision-making process related to financial or organisational issues.</li> <li>• Non-compliance with the ISSAI requirements for financial and institutional independence of the supreme audit institutions (SAIs), in particular with regard to their dependence on the executive branch (Ministry of Finance of Ukraine) and their lack of transparency of the amount of planning, allocation and expenditure for running the ACU.</li> <li>• Lack of protection of the ACU's independence by the relevant Committee of the Verkhovna Rada dealing with budget issues.</li> </ul> | <ul style="list-style-type: none"> <li>• Compliance with international standards of SAI's independence (ISSAI P-1, P-10).</li> <li>• Introduction of mechanisms to prevent influence of the third parties or institutions on the operations of the ACU, its members and staff.</li> <li>• Ensuring predictable, stable and adequate financing of the ACU in the context of economic shocks to enable the fulfilment of its strategic tasks.</li> <li>• Credible substantiation and advocacy of the ACU's funding needs before the Ministry of Finance, the Cabinet of Ministers and the Parliament.</li> <li>• Protection by the Supreme Court of the ACU's institutional and financial independence from any interference</li> </ul> | <ul style="list-style-type: none"> <li>• Political pressure or attempts to limit the ACU's independence through budgetary mechanisms or legislative changes.</li> <li>• Dismissal of the ACU members in a manner and on the grounds not provided for by the Law of Ukraine "On the Accounting Chamber".</li> <li>• Cuts in budget funding due to economic or political instability.</li> <li>• Interference with the ACU's operations resulting from its dependence on government decisions and control of funding by the government authorities.</li> <li>• Failure to fulfil the ACU's key tasks due to the lack of resources and, leading to the loss of qualified personnel and a diminished capacity to conduct state external audit activities at an adequate level</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Enhancing independence:</b> Enshrining the institutional and financial independence of the ACU and its members in the Constitution of Ukraine.</li> <li>• <b>Improving budget planning and financial independence:</b> Improving the ACU's planning mechanism and securing the ACU's budget to ensure its functioning and enshrining such a mechanism in legislation.</li> <li>• <b>Enhancing partnerships and improving the procedures for interaction:</b> Establishing transparent procedures for cooperation with the Parliament which minimise the risks of interference with the ACU's financing or activities and strengthening cooperation with international partners to mobilise additional resources and expert support</li> </ul> | <ul style="list-style-type: none"> <li>• Ensuring full institutional and financial independence of the ACU through legislative safeguards in line with international standards and minimising political influence on its activities.</li> </ul> | <ul style="list-style-type: none"> <li>• Enshrining institutional and financial independence of the ACU and its members in the Constitution of Ukraine<sup>1</sup>.</li> <li>• Improving legislative provisions to secure the independence, stability and completeness of the ACU's financing.</li> <li>• Periodic external financial audits of the Accounting Chamber based on a decision of the Verkhovna Rada.</li> <li>• Engaging international experts in assessment of the ACU's institutional and financial independence in line with ISSAI and advocating for their support for the ACU's independence.</li> <li>• Introducing public reports on the state of the ACU's institutional and financial independence, its expenditures and performance.</li> </ul> | <ul style="list-style-type: none"> <li>• Institutional and financial independence of the ACU and its members is enshrined in the Constitution of Ukraine<sup>1</sup>.</li> <li>• There are zero cases of influence by third parties or institutions on the operations of the ACU, its members and staff, or interference with their activities.</li> <li>• The level of funding and resourcing necessary to exercise the ACU's mandate has been increased by no less than 30percent.</li> <li>• Reports on the status of the ACU's institutional and financial independence, its expenditures and performance are published annually and widely discussed in the media.</li> <li>• An external financial audit of the Accounting Chamber was carried out based on the decision of the Verkhovna Rada — at least once every three years (but no more</li> </ul> |

<sup>1</sup> After the lifting or termination of martial law in accordance with the established procedure.

|   | Risks   | Challenges  | Threats   | Potential for development   | Priority areas   | Tasks   | Expected outcomes   |
|---|---|---|---|---|--|---|---|
|   | <ul style="list-style-type: none"> <li>• Insufficient or irregular budget funding, including delays or cuts in funding in emergencies, complicates the high-quality planning and implementation of audit activities and the implementation of the ACU's key tasks.</li> <li>• ACU's negative reputation associated with the non-transparent use of funds</li> </ul>   |   |   |   |  |   | <p>than once per year).</p> <ul style="list-style-type: none"> <li>• The progress in achieving institutional and financial independence of the ACU and its members is confirmed in the reports of international partners (INTOSAI, IDI, SIGMA, and through the results of Peer Review)</li> </ul>   |
| <b>MANDATE, RESILIENCE TA ACTIVITY MANAGEMENT</b> | <ul style="list-style-type: none"> <li>• Insufficient legally established mandate of the ACU to conduct high-quality audits in all areas of public finance in accordance with international standards.</li> <li>• Ambiguous legislative regulation or amendments to legislation, which may lead to restrictions or overlap of the ACU's responsibilities with other public authorities.</li> <li>• Limitations on access to information necessary for the ACU to fulfil its mandate and authority.</li> <li>• Delays in or interference with the implementation of the Law of Ukraine "On Amending the Law of Ukraine "On the Accounting Chamber" and Certain Other Legislative Acts of Ukraine".</li> <li>• Failure of auditees to implement the recommendations of the Accounting Chamber.</li> <li>• The relevant committees of the</li> </ul> | <ul style="list-style-type: none"> <li>• The need to ensure compliance of the ACU's authorities and functions as well as regulatory (methodological) framework and practices of their exercise with IFPP and meet the EU requirements.</li> <li>• The need to exercise new mandate assigned under the recent amendments to the legislation regulating the ACU's activities (auditing of international assistance funds, local budgets, state-owned enterprises, main spending units' and the government's consolidated financial statements, etc.).</li> <li>• Delineation of the powers between the SASU and the ACU.</li> <li>• Conducting priority audits in the areas of security and defence, recovery and assessment of damage resulting from the armed aggression of the Russian Federation.</li> <li>• Establishing effective and continuous cooperation with the relevant committees of</li> </ul> | <ul style="list-style-type: none"> <li>• Adoption of legislation that limits or overlaps (dilutes) the ACU's powers or contradicts with IFPP requirements.</li> <li>• Conflict of competences resulting from overlapping the ACU's responsibilities with those of other state control bodies.</li> <li>• Uncertainty in the legislative provisions establishing the grounds for the Government to prepare consolidated financial statements.</li> <li>• Restriction on access to information of public authorities or auditees, or other obstacles preventing the ACU, its members or auditors from exercising their authorities.</li> <li>• Non-compliance of the ACU's activities with the standards and expectations of the international community may undermine its credibility and deprive it of the partners' support.</li> <li>• Disruption of routine management processes due to the influence of unforeseen and emergency</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Harmonisation with international standards:</b> aligning the legislation and regulatory (methodological) framework regulating the ACU's activities with IFPP and SIGMA recommendations to increase trust of international partners.</li> <li>• <b>Exercise of expanded mandate and focus on the priority Audit areas:</b> covering new areas of audit, including international assistance, local budgets, state-owned enterprises, consolidated financial statements of main spending units (MSUs) and the government, as well as priority audits in security and defence, recovery and assessment of damage resulting from the armed aggression of the Russian Federation.</li> <li>• <b>Ensuring access to data:</b> developing mechanisms for automated access to information systems of public authorities.</li> <li>• <b>Increasing management efficiency:</b> introducing digital tools to monitor the performance of tasks and activity results, as well as optimising management processes through the</li> </ul> | <ul style="list-style-type: none"> <li>• Improving the efficiency of public resource management, transparency and accountability of the public sector and local self-governments, as well as strengthening financial discipline at all levels of public administration and ensuring the implementation of the ACU's recommendations.</li> <li>• Ensuring alignment of the legislation and regulatory (methodological) framework regulating the ACU's activities with the requirements of IFPP.</li> <li>• Ensuring priority coverage by audits of international assistance, local budgets, state-owned enterprises, and consolidated financial statements of MSUs and the government, as well as security and defence, recovery and assessment of damage resulting from</li> </ul> | <ul style="list-style-type: none"> <li>• Harmonisation of the legislation and regulatory (methodological) framework governing the ACU's activities with IFPP.</li> <li>• Safeguarding the ACU's mandate, and promoting the delineation of functions between the ACU and other public authorities.</li> <li>• Development of a mechanism for coordinating activities between the ACU and other state control bodies.</li> <li>• Development of a regulatory framework to ensure uninterrupted access of state auditors to data banks, registers and automated information systems of public authorities.</li> <li>• Strengthening the ACU's institutional capacity to enable the full exercise of its expanded mandate.</li> <li>• Prioritising audits of international assistance, local budgets, state-owned enterprises, consolidated financial statements of MSUs and the government, as well as security and defence, recovery and assessment of damage resulting from</li> </ul> | <ul style="list-style-type: none"> <li>• There is no cases of legislative amendments that may lead to limiting or overlapping (diluting) the ACU's authorities.</li> <li>• Legislation has been adopted to eliminate the overlap of other public authorities' mandates with those of the ACU, in accordance with international standards.</li> <li>• A mechanism for coordinating activities between the ACU and other state control bodies has been introduced.</li> <li>• A regulatory framework has been adopted, and uninterrupted access of state auditors to databases, registers, and automated systems of public authorities has been ensured.</li> <li>• Audits in all areas of responsibility as provided by amendments to legislation on the ACU's activities, as well as audits of international</li> </ul> |

|  | Risks  | Challenges  | Threats  | Potential for development  | Priority areas  | Tasks   | Expected outcomes   |
|--|--|---|--|--|---|---|---|
|  | <p>VRU's refusal, unwillingness to review the ACU's reports and take appropriate or formalist approach to such reviews.</p> <ul style="list-style-type: none"> <li>• Uneven distribution of tasks and resources among structural units, which may adversely affect the quality of the ACU's operational activities and its performance.</li> <li>• Insufficient internal control over the ACU's operational activities.</li> <li>• Insufficient crisis preparedness due to the failure to develop clear response plans in case of emergencies, such as cyberattacks, natural disasters, or martial law.</li> <li>• Dependence on key staff members, as the sudden absence of leaders or leading experts in the ACU can destabilise its operations</li> </ul> | <p>the Verkhovna Rada as regards reviewing audit reports and implementation of the ACU's recommendations.</p> <ul style="list-style-type: none"> <li>• Ensuring transparency in management decision-making as well as in the determination of the ACU's priorities.</li> <li>• Implementation of modern management methods and process automation.</li> <li>• Development of a plan for the continuity of the ACU's activities in emergencies and establishing a crisis response team to promptly respond to emergencies</li> </ul> | <p>circumstances, such as martial law, pandemics, power outages or communications failures, etc.</p> <ul style="list-style-type: none"> <li>• Disruptions in the operations of key ACU's structural units resulting from poor coordination during crises.</li> </ul> | <p>implementation of best practices.</p> <ul style="list-style-type: none"> <li>• <b>Ensuring continuity:</b> developing a phased ACU's crisis response plan, including backup scenarios.</li> </ul> | <p>Russian Federation.</p> <ul style="list-style-type: none"> <li>• Improving management of the ACU's activities in accordance with international standards and best practices, strengthening managerial responsibility and accountability for proper governance and development of the institution.</li> <li>• Increasing the efficiency of the internal control and risk management system, its orientation towards achieving results and KPIs in accordance with the established goal, tasks and activity plans of the ACU.</li> <li>• Maintaining the ACU's capability to operate in emergencies and a functional flexible crisis management system.</li> </ul> | <p>the armed aggression of the Russian Federation.</p> <ul style="list-style-type: none"> <li>• Establishing effective cooperation with the relevant committees of the Verkhovna Rada on review of audit reports and implementation of the ACU's recommendations.</li> <li>• Implementation of a system of public monitoring and oversight of the compliance by the auditees with the ACU's recommendations.</li> <li>• Implementation of impact assessments of the compliance by the auditees with the ACU's recommendations.</li> <li>• Conducting an organisational audit to optimise the ACU's management structure, improve the division of functions and tasks between its main office's structural units in line with the principle of separation of powers and responsibilities as regards initiation of procedures, their implementation and oversight.</li> <li>• Development of a unified action plan to ensure the continuity of the ACU's activities and to conduct regular stress tests of continuity systems to identify gaps.</li> <li>• Automation of document flow at all stages of audit activities in order to create a single information space in the ACU, a common structured corporate document repository and the transition to electronic archiving.</li> </ul> | <p>assistance, local budgets, state-owned enterprises, consolidated financial statements of MSUs and the government, as well as security and defence, recovery and assessments of damage resulting from the armed aggression of the Russian Federation, have been conducted.</p> <ul style="list-style-type: none"> <li>• An audit of the consolidated financial statements of the Government (state) has been carried out<sup>2</sup>.</li> <li>• All reports of the ACU are reviewed by the relevant committees of the Verkhovna Rada, and the recommendations are taken into account in its legislative and oversight activities.</li> <li>• A system of public monitoring and oversight of the compliance by the auditees with the ACU's recommendations is in place and operational.</li> <li>• A system of impact assessments of the compliance by the auditees with the ACU's recommendations has been established.</li> <li>• The ACU's management structure has been optimised, the division of functions and tasks between structural units has been improved.</li> </ul> |

<sup>2</sup> Subject to its drawing up and submission by the Government.

|                                      | Risks  | Challenges  | Threats  | Potential for development   | Priority areas   | Tasks   | Expected outcomes   |
|--------------------------------------|--|---|--|---|--|---|---|
|                                      |  |   |  |   |  |   | <ul style="list-style-type: none"> <li>• Digital tools have been introduced to monitor the implementation of tasks and results of the ACU's activities, and management processes have been optimised through the application of best practices.</li> <li>• The ACU's comprehensive operational continuity plan has been developed, and stress testing of the ACU's continuity system is conducted annually.</li> <li>• Emergency-related downtime has been reduced by 15 percent due to a prompt and effective response measures.</li> <li>• Progress in aligning ACU's mandate with the requirements of IFPP and the EU has been confirmed in the reports of international partners (INTOSAI, IDI, SIGMA, and through Peer Review).</li> </ul> |
| <b>STRATEGIC AND ANNUAL PLANNING</b> | <ul style="list-style-type: none"> <li>• Insufficient analysis of external and internal factors, changes in legislation, policies and economic situation, which may result in the irrelevance of the plans.</li> <li>• Lack of risk identification and assessment, and incorrect prioritisation.</li> <li>• Weak alignment between strategic goals and operational tasks, as well as limited planning flexibility due to the inability to quickly address the shifting in priorities.</li> </ul> | <ul style="list-style-type: none"> <li>• Ensuring the coherence, adaptability and alignment of strategic documents with annual plans and policies, and with the dynamic external environment and available resources.</li> <li>• Adapting the planning process to best practices and international standards.</li> <li>• Taking into account long-term challenges and priorities in the context of countering the armed aggression of the Russian Federation, post-war security and defence, Ukraine's</li> </ul> | <ul style="list-style-type: none"> <li>• Inconsistency of plans with real capacities, their excessive ambitiousness not supported by proper provision of resources.</li> <li>• Inconsistency of operational activities with strategic goals.</li> <li>• Focus on certain areas of activity can lead to insufficient attention to other important areas.</li> <li>• Low efficiency of control over the implementation of plans, insufficient responsibility of executors or their lack of understanding of tasks.</li> <li>• Unpredictability of</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Implementation of adaptive planning:</b> Introducing a risk-based approach to annual planning and mechanisms that enable prompt adjustment of plans in response to new challenges.</li> <li>• <b>Integration with national priorities:</b> Ensuring that the priorities of ACU's in conducting audits are aligned with national goals of defence, economic resilience and recovery, social stability, Ukraine's international obligations, the reform agenda, and EU integration.</li> <li>• <b>Improving coordination</b></li> </ul> | <ul style="list-style-type: none"> <li>• Ensuring maximum efficiency, relevance and impact of the ACU's activities will be achieved by aligning annual planning with the goals of the Strategy, selecting audit topics based on a risk-based approach, and introducing a transparent system for monitoring the implementation of plans.</li> </ul> | <ul style="list-style-type: none"> <li>• Regular stakeholder surveys on the activities of the ACU.</li> <li>• Establishing mechanisms for risk identification and assessment to prioritise audits.</li> <li>• Developing annual plans aligned with the objectives set forth in the ACU's Strategy.</li> <li>• Meaningful involvement of the ACU's staff in planning process.</li> <li>• Establishing a mechanism for prompt adjustment (adaptation) of strategic goals and tasks, annual plans in response to external</li> </ul> | <ul style="list-style-type: none"> <li>• The ACU's strategic plan has been aligned with national priorities.</li> <li>• All annual plans have been aligned with, and contribute to the implementation of the ACU's strategic goals, while being provided by adequate resources.</li> <li>• A system for measuring the ACU's key efficiency and performance indicators has been established and implemented.</li> <li>• At least 80 percent of</li> </ul>  |

|                           | Risks  | Challenges   | Threats   | Potential for development   | Priority areas  | Tasks   | Expected outcomes  |
|---------------------------|--|--|---|---|---|---|--|
|                           | <ul style="list-style-type: none"> <li>Limited staff involvement in planning process, which may reduce the effectiveness of their implementation.</li> <li>Lack of clear SMART indicators for assessing the achievement of goals, assigned responsibilities, and performance reporting.</li> </ul>   | <p>recovery and integration into the EU.</p> <ul style="list-style-type: none"> <li>Ensuring adequate allocation of resources in accordance with the identified priorities.</li> <li>Involving the ACU's territorial departments (TDs) in the processes of organisation and independent performance of audit activities.</li> </ul>  | <p>external factors (hostilities, epidemics, political or economic crises, etc.), which can hinder the achievement of strategic goals.</p>  | <p><b>between structural units and external expert engagement:</b> Ensuring the participation of all ACU's structural units in the planning process and taking into account the recommendations of international organisations and expert community.</p> <ul style="list-style-type: none"> <li><b>Automation of planning processes:</b> Use of automated analytical tools to identify and forecast risks and determine audit priorities, as well as integration of data on risks, budgets, and other factors to improve planning accuracy. Introducing IT tools to automate the development, monitoring, and evaluation of plans.</li> </ul> |   | <p>changes.</p> <ul style="list-style-type: none"> <li>Establishing and implementing a system for measuring ACU's key efficiency and performance indicators, including SMART indicators for achieving strategic goals and implementing annual plans.</li> <li>Automation of planning processes, reporting, monitoring and control of the implementation of the Strategy and implementation of annual plans.</li> <li>Regular media coverage of the ACU's progress in achieving its strategic goals and the implementing annual plans.</li> <li>Participation of the ACU's territorial departments (TDs) in the planning process and audit activities.</li> <li>Increasing the share of financial audits and audits of consolidated financial statements of the MSUs.</li> </ul> | <p>strategic goals and tasks as well as measures under annual has been implemented.</p> <ul style="list-style-type: none"> <li>Time spent on annual and strategic planning has been reduced by 30percent due to automation of processes of planning, reporting, monitoring and control of the implementation of the Strategy as well as of the annual plans.</li> <li>Reports on the implementation of the ACU's plans with clear efficiency and performance indicators are published annually.</li> <li>The share of the MSUs financial statements covered by the ACU's financial audits is at least 30percent.</li> <li>A system is in place to enable minimisation of the impact of crises on the achievement of strategic goals and the ACU's performance and ensures the institutional sustainability.</li> </ul> |
| <b>QUALITY MANAGEMENT</b> | <ul style="list-style-type: none"> <li>Non-compliance with IFPP in course of conducting state external audit activities.</li> <li>Fragmentation of the quality management system or inconsistent application of internal policies and procedures.</li> <li>Inadequate, formalist or partial quality control over audit activities.</li> <li>Insufficient knowledge or skills of the</li> </ul> | <ul style="list-style-type: none"> <li>Ensuring compliance of internal quality management procedures with international standards.</li> <li>Establishing an effective system of internal control and quality management using digital management, monitoring and analysis tools.</li> <li>Implementing a system of continuous improvement of ACU's processes taking into account best practices</li> </ul> | <ul style="list-style-type: none"> <li>Inadequate quality of audits can result in erroneous conclusions or recommendations, undermining trust in the institution and its leadership.</li> <li>Resistance to change from the staff or management.</li> <li>The lack of or inadequate quality management system may complicate negotiations on Ukraine's integration into the EU and result in</li> </ul> | <ul style="list-style-type: none"> <li><b>Implementation of international standards:</b> Improving the quality of audits by implementing IFPP policies, requirements and standards at all stages of audit activities and applying best practices.</li> <li><b>Quality management system:</b> Establishing an independent highly qualified structural unit as a key element of the quality management system tasked with assessing and enhancing the quality of control processes and</li> </ul>   | <ul style="list-style-type: none"> <li>Ensuring compliance of the ACU's audit activities with international quality standards, increasing the evidence base and validity of audit findings and recommendations under proper control and using automated tools.</li> </ul> | <ul style="list-style-type: none"> <li>Implementation of IFPP requirements at all stages of the ACU's audit activities, a unified approach to planning, implementation and evaluation of audit activities, as well as risk management in course of implementing these activities, taking into account the need to optimise the respective documentation processes (de-bureaucratisation).</li> <li>Implementation of a</li> </ul>   | <ul style="list-style-type: none"> <li>The ACU's processes and procedures meet the IFPP mandatory requirements.</li> <li>The methodologies, policies, rules and procedures for conducting audit activities have been harmonised and are being continuously optimised, providing for a unified approach to documenting audit activities and reporting on their results, while being</li> </ul>  |

|  | Risks   | Challenges  | Threats   | Potential for development  | Priority areas | Tasks   | Expected outcomes   |
|--|---|---|---|--|----------------|---|---|
|  | <p>personnel regarding the application of modern approaches to quality assurance.</p> | <p>and feedback.</p> <ul style="list-style-type: none"> <li>• Regular training of personnel on modern standards and approaches to quality assurance.</li> </ul> | <p>politicisation and pressure on the ACU's operations.</p> | <p>results, fostering continuous self-improvement.</p> <ul style="list-style-type: none"> <li>• <b>Innovative methods:</b> Introducing advanced IT solutions to automate documentation, data analysis to increase the validity of audit findings of and provide effective recommendations.</li> <li>• <b>Development of staff competences:</b> Continuous experience exchange and training in quality management and the implementation of modern methods of processing data, their analysis and audit.</li> </ul> |                | <p>standard for the presentation and execution of the ACU's audit reports and an index and reference system.</p> <ul style="list-style-type: none"> <li>• Improvement and implementation of an integrated quality management system.</li> <li>• Development of indicators for assessing the quality of audit activities and implementation of regular internal quality checks of completed work.</li> <li>• Regular assessment of the efficiency, performance and impact of audit activities, including continuous monitoring of the implementation of the ACU's recommendations and responses to missed deadlines and incomplete implementation.</li> <li>• Use of analytical tools to automate data analysis and increase in the efficiency of documentation, monitoring, control and analysis of the quality of audit activities.</li> <li>• Improving staff competencies in quality assurance and practical application of audit standards.</li> <li>• Increasing the staff competencies in the practical application of analytical audit tools.</li> </ul> | <p>periodically updated.</p> <ul style="list-style-type: none"> <li>• A system of indicators to assess the quality of the conducted audit activities has been developed.</li> <li>• 100percent of audits have been subject to ongoing quality control (HOT Review), including 80percent of audits receiving favourable conclusions.</li> <li>• 5percent of completed audits have been subject to post-audit quality review (COLD Review) and received favourable conclusions.</li> <li>• The percentage of implementation of the ACU's recommendations is at least 90percent.</li> <li>• The effectiveness of audits has increased by 30percent.</li> <li>• In 50percent of audit activities, data analysis, documentation, monitoring, control and quality analysis have been carried out using analytical automation tools.</li> <li>• Time required for conducting quality reviews of audits has been reduced by 20 percent.</li> <li>• 100 percent of employees have been trained and at least 20percent of employees annually take courses of professional competency enhancement in quality management and practical</li> </ul> |

|  | Risks   | Challenges  | Threats   | Potential for development   | Priority areas   | Tasks   | Expected outcomes  |
|--|---|---|---|---|--|---|--|
|  |   |   |   |   |  |   | <p>application of audit standards.</p> <ul style="list-style-type: none"> <li>• 100 percent of employees have received training and at least 20percent of employees participate annually in professional development courses on practical application analytical audit tools and the use of data processing and analysis methods. The compliance of the ACU's activities with IFPP, including with respect to quality control and management, has been confirmed through an external assessment conducted by INTOSAI leading members (Peer Review).</li> </ul> |
| <b>Strategic Goal II.<br/>DEVELOPING HUMAN POTENTIAL</b> |   |   |   |   |  |   |  |
| <b>HUMAN RESOURCES AND TRAINING</b>                      | <ul style="list-style-type: none"> <li>• Shortage of qualified, motivated and integrity-driven staff.</li> <li>• High staff turnover due to dissatisfaction with working conditions and the internal working environment.</li> <li>• Lack of shared values and rules of behaviour among the employees along with lack of a system for recognising achievements.</li> <li>• High level of emotional strain, stress and employees' burnout due to overload and insufficient support in stressful situations.</li> </ul> | <ul style="list-style-type: none"> <li>• Establishment of uniform corporate culture standards.</li> <li>• Maintaining motivation and a healthy psychological climate among the staff.</li> <li>• Putting in place effective internal communication and increased trust in management.</li> <li>• Introducing the positions of state auditors, developing the relevant regulatory framework aligned with international standards, and developing the related practices.</li> <li>• Development of competency profiles, qualification requirements and criteria of assessing the employees' professional</li> </ul> | <ul style="list-style-type: none"> <li>• Inability to adapt staff to new requirements.</li> <li>• Emotional burnout of staff, which can lead to reduced productivity and an increase in the number of errors in work.</li> <li>• Deterioration of the internal working environment due to conflicts or internal tensions.</li> <li>• Loss of key employees due to insufficient motivation or unfavourable corporate culture.</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Recruiting talented specialists and youth:</b> Professionalisation of personnel search and selection and development of internship programmes for graduates of specialised educational institutions, and their ranking.</li> <li>• <b>Corporate culture:</b> Uniting employees around shared values and mission, cultivating a sense of being a part of the institution that works for the benefit of the state, establishing psychological support and stress prevention programmes and improving staff communication skills.</li> <li>• <b>Motivational policy:</b> Maintaining the competitiveness of labour remuneration and</li> </ul> | <ul style="list-style-type: none"> <li>• Setting up a highly professional, motivated and integrity-driven team of specialists, capable of working according to international standards, continuously developing their knowledge and skills, a team that masters and applies modern methods and technological solutions in their work, and their provision with a comfortable working environment.</li> </ul> | <ul style="list-style-type: none"> <li>• Development of the ACU's HR Management Strategy</li> <li>• Development of corporate culture.</li> <li>• Professionalisation of recruitment, selection, verification of integrity and reputation of candidates for positions in the ACU.</li> <li>• Development of internship, mentoring and onboarding programmes to attract and integrate talented specialists and youth into the ACU's team.</li> <li>• Implementation of a system of periodic comprehensive assessment of the ACU's staff performance.</li> <li>• Periodic assessment of motivation, integrity and</li> </ul> | <ul style="list-style-type: none"> <li>• Staff recruitment and selection are conducted under a competency-based approach.</li> <li>• 100percent of candidates have passed integrity and reputation checks.</li> <li>• 100percent of newly recruited employees have completed internship, mentorship and onboarding programmes.</li> <li>• 100percent of employees annually undergo a comprehensive performance evaluation whose results determine incentives and methods of career</li> </ul>  |

|  | Risks | Challenges  | Threats | Potential for development   | Priority areas | Tasks  | Expected outcomes   |
|--|-------|---|---------|---|----------------|--|---|
|  |       | <p>suitability.</p> <ul style="list-style-type: none"> <li>● Evaluation and certification of auditors.</li> <li>● Development of a career management system, motivation and improvement of professional competencies of the staff.</li> <li>● Personnel selection, recruitment, internship, mentoring and onboarding within the ACU.</li> </ul> |         | <p>implementing a system of non-financial incentives.</p> <ul style="list-style-type: none"> <li>● <b>Professional development, innovations and knowledge management:</b> Implementation of a system of continuous learning for employees, including certification under international programmes (CIPFA, IDI, etc.), as well as promoting accumulation and dissemination of acquired knowledge and best practices among the ACU's personnel. Regular training in crisis response.</li> </ul> |                | <p>job and career satisfaction followed by the corresponding response.</p> <ul style="list-style-type: none"> <li>● Development of mechanisms for recognition and incentives for top-performing employees and ensuring a transparent career advancement system.</li> <li>● Introduction of psychological assessment and personnel support.</li> <li>● Development, implementation and regular evaluation of the effectiveness of training programmes, continuous training and professional competency enhancement of the ACU's staff in cooperation with specialised educational institutions and auditees or SAIs.</li> <li>● Implementing a system for collecting, analysing and eliminating errors in the personnel's work coupled with innovations, accumulation and dissemination of knowledge and best practices.</li> <li>● Launch of an annual ranking and award initiative recognising "The Best Educational Institution for Training Auditors for the Public Sector".</li> </ul> | <p>development.</p> <ul style="list-style-type: none"> <li>● Staff satisfaction with career prospects and working conditions reaches 90percent.</li> <li>● 100percent of employees have passed psychological assessment, and psychological support is provided upon their request.</li> <li>● Staff turnover rate does not exceed 5percent per year.</li> <li>● Staff satisfaction with the ACU's corporate culture has increased by 30percent.</li> <li>● An effective internal communications system is operational.</li> <li>● 20percent of employees annually take professional development courses, with 80percent of them applying the acquired knowledge and skills in practice.</li> <li>● The ACU contributes to the development and periodic revision of higher education standard for training public sector auditors and relevant curricula of specialised educational institutions, and participates in the evaluation of their graduates.</li> <li>● A talent pool comprising persons capable of ensuring the effective conduct of the ACU's activities has been established.</li> <li>● The ACU's knowledge management portal is operational and being regularly updated, and knowledge, innovations and best</li> </ul> |

|   | Risks  | Challenges  | Threats  | Potential for development   | Priority areas   | Tasks   | Expected outcomes   |
|---|--|---|--|---|--|---|---|
|   |  |   |  |   |  |   | <p>practices acquired in the process of the ACU's activities are disseminated among the employees.</p> <ul style="list-style-type: none"> <li>• An annual ranking and award for "The Best Educational Institution for Training Auditors for the Public Sector" is in place.</li> </ul>  |
| <b>ENSURING COMPLIANCE WITH ETHICS AND INTEGRITY REQUIREMENTS</b> | <ul style="list-style-type: none"> <li>• Poor understanding by the ACU's staff of the principles of anti-corruption legislation, ethical norms and standards and their importance for operations.</li> <li>• Violation of the principles of integrity to pursuit of private interest, lack of objectivity in work, unethical behaviour in in course of fulfilling of duties.</li> <li>• Reputational damage resulting from violations of anti-corruption legislation, ethical and integrity standards.</li> <li>• Lack of effective mechanisms for monitoring compliance with ethical requirements, which can lead to violations.</li> <li>• Insufficient clarity in the definition of roles, tasks, functions and responsibilities of bodies and officials responsible for compliance with ethical standards of behaviour.</li> </ul> | <ul style="list-style-type: none"> <li>• Developing a culture of ethical behaviour and zero tolerance towards corruption through the implementation of the principles of ethics and integrity in daily activities.</li> <li>• Formalist application of the provisions of the Code of Ethics and adherence to the principles of integrity.</li> <li>• Employees engagement in the elaboration of anti-corruption policy and maintaining standards of ethical behaviour.</li> <li>• Ensuring effective and transparent procedures for response to violations of anti-corruption legislation and ethical standards.</li> </ul> | <ul style="list-style-type: none"> <li>• Systemic violations of anti-corruption legislation and ethics may result in a standard practice without effective control.</li> <li>• Pressure or incitement from stakeholders with a view to violation of ethical norms and requirements of anti-corruption legislation by the ACU's staff.</li> <li>• Loss of trust in the institution due to unethical or dishonest behaviour of the ACU's staff, especially where such cases have gone public or have been left without proper response.</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Improving anti-corruption policy and ethical standards:</b> Regular updates to the Code of Ethics and the ACU's Anti-Corruption Programme in accordance with international recommendations and the practices of their application.</li> <li>• <b>Control system:</b> Defining the roles of responsible persons and implementing tools to monitor compliance with ethical requirements and rules for preventing conflicts of interest to maintain trust and strengthen integrity.</li> <li>• <b>Training on ethics and integrity:</b> Conducting trainings to increase staff awareness of the requirements of anti-corruption legislation, ethical standards, integrity, etc.</li> </ul> | <ul style="list-style-type: none"> <li>• Ensuring compliance with high standards of ethical and integrity-driven behaviour of the ACU's officials by shaping a culture of zero tolerance towards corruption and ethical violations, as well as establishing effective mechanisms for preventing, detecting such violations and addressing them.</li> </ul> | <ul style="list-style-type: none"> <li>• Development and periodic updates of policies, rules and procedures for compliance with anti-corruption provisions and high standards of ethical behaviour.</li> <li>• Raising awareness of the staff of the requirements of anti-corruption legislation, the basics of ethics and integrity.</li> <li>• Implementing mechanisms for ethical risks identification and management.</li> <li>• Optimising and standardising procedures to ensure compliance with anti-corruption standards.</li> <li>• Putting in place mechanisms for monitoring and controlling compliance with ethical requirements and integrity standards, and prompt response to their violations.</li> </ul> | <ul style="list-style-type: none"> <li>• 100percent of employees are familiar with the ACU's anti-corruption policy and the Code of Ethics and periodically take relevant training and briefings.</li> <li>• An annual integrity self-assessment is conducted using the IntoSAINT tool.</li> <li>• The number of cases of violations of anti-corruption legislation and non-compliance with ethical standards have decreased by 50percent.</li> <li>• 100percent of reported cases of violation of anti-corruption legislation and non-compliance with ethical standards have been reviewed in a timely manner.</li> <li>• Compliance of the ACU's activities, including with the highest ethical standards and anti-corruption efforts made in line with international standards, has been confirmed through an external assessment by INTOSAI leading members (Peer Review).</li> </ul> |
| <b>Strategic Goal III.</b>  |  |   |  |   |  |   |   |
| <b>BUILDING TRUST AND STAKEHOLDER ENGAGEMENT</b>                  |  |   |  |   |  |   |   |
| <b>INTERNATIONAL</b>  | • Insufficient   | • Ensuring active   | • Isolation due to political   | • <b>Activised participation in</b>   | • Enhancing the ACU's  | • Expanding cooperation   | • The ACU participates  |

|  | Risks   | Challenges   | Threats  | Potential for development   | Priority areas  | Tasks  | Expected outcomes   |
|--|---|--|--|---|---|--|---|
| <b>COOPERATION</b>                                   | <p>sustainability of mechanisms of communication with international partners.</p> <ul style="list-style-type: none"> <li>• Insufficient participation in international events and initiatives, including due insufficient funding allocated to international cooperation activities.</li> <li>• Dependence on international grants and technical assistance from development partners (unstable funding in case of changes in development partners' policies).</li> </ul>                                 | <p>engagement in the activities of INTOSAI, EUROSAI, their initiatives, working groups and bodies.</p> <ul style="list-style-type: none"> <li>• Ensuring systematic, proactive and effective interaction with the leading SAIs of the EU member states, the European Economic Area, the European Court of Auditors, the UK National Audit Office and the U.S. Government Accountability Office, etc.</li> <li>• Expanding the network of partners for the exchange of experience and best practices.</li> <li>• Expanding the ACU's participation in international audits.</li> <li>• Increasing the ACU auditors' expertise and proficiency in foreign languages to make it possible for them to perform international audits.</li> </ul> | <p>or economic factors, or geopolitical instability.</p> <ul style="list-style-type: none"> <li>• Loss of access to best practices.</li> <li>• Shifts of international priorities and decreased attention to Ukraine within international financial programmes.</li> </ul>   | <p><b>international initiatives:</b> Increased engagement in the activities of INTOSAI, EUROSAI, and other specialised and professional audit organisations.</p> <ul style="list-style-type: none"> <li>• <b>Expanding experience exchange:</b> Conducting joint training sessions, workshops, exchanging peer visits with foreign SAIs. Participation in international audits.</li> <li>• <b>Strengthening of the ACU's role and standing:</b> Strengthening of the ACU's role as a leader in terms of running the external state audit reform among the Eastern Partnership countries.</li> <li>• <b>International support:</b> Mobilising technical and financial assistance from international partners to enhance the ACU's institutional capacity.</li> </ul> | <p>role in international audit organisations.</p> <ul style="list-style-type: none"> <li>• Ensuring an active participation in international audits and technical assistance projects.</li> </ul> | <p>with INTOSAI, EUROSAI and other international organisations.</p> <ul style="list-style-type: none"> <li>• Conducting international audits, joint workshops and training sessions along with foreign SAIs.</li> <li>• Securing grants and technical assistance to build the ACU's institutional capacity.</li> </ul>   | <p>in at least 70percent of meetings of INTOSAI and EUROSAI working bodies and initiatives.</p> <ul style="list-style-type: none"> <li>• The ACU is engaged in at least three international audits per year.</li> <li>• Grants and international technical assistance in an amount of at least EUR 1 million have been solicited annually.</li> <li>• At least 30percent of the ACU's staff have participated in workshops and training sessions along with foreign SAIs as well as engaged in activities implemented in the framework of technical assistance projects.</li> </ul> |
| <b>COMMUNICATION AND RELATIONS WITH STAKEHOLDERS</b> | <ul style="list-style-type: none"> <li>• Lack of transparency and/or systemic approach in communications with the public and the media.</li> <li>• Failure to identify, understand, and consider stakeholder perspectives and interests in the ACU's activities.</li> <li>• Lack of effective feedback from the stakeholders.</li> <li>• Reactive communication in response to external information events.</li> <li>• Lack of effective mechanisms for internal and external communication in</li> </ul> | <ul style="list-style-type: none"> <li>• Ensuring openness and transparency in the ACU's operations.</li> <li>• Adapting to a rapidly changing information environment.</li> <li>• Raising stakeholder awareness of the ACU's activities and increasing their involvement and trust.</li> <li>• Implementing proactive and planned communication regarding the activities of the ACU and its staff.</li> <li>• Delivering targeted and accessible information content tailored to the needs and expectations of influential consumers.</li> </ul>  | <ul style="list-style-type: none"> <li>• Negative perception of the ACU's operations due to lack of information or public communications.</li> <li>• Information campaigns (attacks) aimed at discrediting the ACU and its staff.</li> <li>• Inability to respond promptly to a crisis can lead to a loss of confidence on the part of the partners and the public.</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Public reporting:</b> Regular disclosure of the results of audits, in a convenient way and in a clear presentation (form), for the general public.</li> <li>• <b>Enhanced interaction:</b> Creation of the mechanisms for interaction with the public, media, international partners and other stakeholders.</li> <li>• <b>Digital platforms:</b> Developing online resources for communication with the stakeholders and receiving their feedback.</li> </ul>  | <ul style="list-style-type: none"> <li>• Raising public awareness of the ACU's activities, ensuring recognition and confidence in its operations.</li> </ul>                                      | <ul style="list-style-type: none"> <li>• Development and implementation of the ACU's Communication Strategy, which, in particular, will include issues of anti-crisis communication.</li> <li>• Regular and accessible communication of the activities of the ACU and its staff.</li> <li>• Information coverage of the ACU's audits in the media, publication of reports and popularisation of their results.</li> <li>• Establishing feedback from the stakeholders and ensuring their involvement in the ACU's activities.</li> <li>• Organisation of public</li> </ul> | <ul style="list-style-type: none"> <li>• The ACU's Communication Strategy has been approved.</li> <li>• Media coverage of 100percent of the key activities of ACU and its staff has been ensured.</li> <li>• 100percent of audit results and information subject to mandatory disclosure under the legislation have been made publicly available in the open data format in compliance with legislative provisions limiting access to information.</li> <li>• Media coverage of 100 percent of audits and</li> </ul>  |

|  | Risks  | Challenges  | Threats   | Potential for development  | Priority areas  | Tasks  | Expected outcomes   |
|--|--|---|---|--|---|--|---|
|  | emergencies.   |   |   |  |   | <p>events related to the ACU's activities, involvement of stakeholders in those, and information coverage of such events in the media.</p> <ul style="list-style-type: none"> <li>• Adequately represented regular participation in the stakeholders' key public events related to the ACU's activities.</li> <li>• Expanding information coverage of target audiences and the ACU's visibility.</li> <li>• Introducing an annual ranking and award for "The Best Auditor of the Year".</li> </ul>   | <p>public dissemination of their results have been ensured.</p> <ul style="list-style-type: none"> <li>• Public awareness and trust in the ACU have increased by 20percent.</li> <li>• Stakeholder and public confidence in the ACU's ability to maintain operational continuity, even in emergencies, has increased by 10percent.</li> <li>• An annual ranking and award recognising "The Best Auditor of the Year" has been established and implemented.</li> </ul>   |
| <b>Strategic Goal IV.<br/>INFRASTRUCTURE DEVELOPMENT</b> |  |   |   |  |   |  |   |
| <b>MANAGEMENT OF IT INFRASTRUCTURE</b>                   | <ul style="list-style-type: none"> <li>• Outdated IT-infrastructure.</li> <li>• Insufficient funding for maintaining and upgrading the IT-infrastructure.</li> <li>• Shortage of qualified IT-specialists.</li> <li>• Low level of digital literacy of the ACU's staff</li> <li>• Restricted access to databases, registers, automated systems of public authorities.</li> <li>• Cyberattacks, unauthorised access, illegal use, data leaks or loss of information.</li> </ul> | <ul style="list-style-type: none"> <li>• Ensuring proper data security and protection, access to information and its use.</li> <li>• Developing mechanisms for rapid recovery of information systems and access to important data (providing backup access to data).</li> <li>• Modernising the ACU's IT infrastructure and full utilisation of its potential by the staff.</li> <li>• Optimisation, digitalisation, automation and regular updating of ACU's processes.</li> </ul> | <ul style="list-style-type: none"> <li>• Insufficient protection of information may lead to its compromise or loss.</li> <li>• Reputational damage due to accusations of misuse of information at the ACU's disposal.</li> <li>• Lagging behind in technological development compared to other public authorities or SAIs.</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Digitalisation of processes:</b> Implementation of modern audit management information systems.</li> <li>• <b>Data access and analytical tools:</b> Ensuring continuous remote access to the necessary information in the event of unforeseen circumstances, and the use of advanced data analysis tools (big data, AI, etc.).</li> <li>• <b>Cybersecurity:</b> Establishing a reliable system for data protection and response to cyber incidents, and ensuring the continuous operation of information systems.</li> </ul> | <ul style="list-style-type: none"> <li>• Digitalisation and automation of the ACU's processes to increase their efficiency and ensure a cyber-secure environment.</li> <li>• Building a backup IT infrastructure capable of restoring the ACU's operations in the event of unforeseen circumstances.</li> </ul> | <ul style="list-style-type: none"> <li>• The ACU's Digital Transformation Strategy has been elaborated and is under implementation.</li> <li>• Ensuring uninterrupted access by state auditors to data banks registers and automated information systems of public authorities.</li> <li>• Running of automated interoperable data processing and analysis systems, and automation of the ACU's audit and management processes.</li> <li>• Development of the ACU's internal information space to ensure centralised access to all information resources of the ACU.</li> <li>• Strengthening the ACU's cybersecurity in line with international standards.</li> <li>• Deployment of functional distributed data backup systems and ensuring uninterrupted remote access to critical information in the event of unforeseen</li> </ul> | <ul style="list-style-type: none"> <li>• The ACU's Digital Transformation Strategy has been approved.</li> <li>• Uninterrupted access by state auditors to 90percent of data banks, registers and automated information systems of public authorities has been secured.</li> <li>• The share of outdated IT infrastructure does not exceed 20percent.</li> <li>• 90 percent of the ACU's work processes are performed using modern IT infrastructure.</li> <li>• 10percent of the ACU's processes are subject to annual IT audits.</li> <li>• Automated processing and analysis of at least 50percent of information received from public authorities and auditees via databases, registers,</li> </ul> |

|                         | Risks  | Challenges   | Threats  | Potential for development   | Priority areas   | Tasks  | Expected outcomes   |
|-------------------------|--|--|--|---|--|--|---|
|                         |  |  |  |   |  | circumstances.   | <p>and automated systems has been ensured.</p> <ul style="list-style-type: none"> <li>● 90percent of the ACU's data processing and analysis systems, and systems enabling automation of audit and management processes are interoperable.</li> <li>● Time spent on maintaining and administering the ACU's processes has been reduced by 20percent.</li> <li>● The number of cybersecurity breaches has reduced to zero.</li> <li>● Full protection of the ACU's information resources is ensured including guaranteed emergency access.</li> </ul>   |
| <b>ASSET MANAGEMENT</b> | <ul style="list-style-type: none"> <li>● Insufficient or irregular budget funding to maintain the material and technical base (infrastructure facilities) of the ACU in good condition, and to develop it.</li> <li>● Inefficient utilisation of state property and resources.</li> <li>● Lack of modernised accounting of assets.</li> <li>● Inadequate number of properly equipped premises for accommodating the ACU's staff (including TDs), which may impede the exercise the institution's mandate.</li> <li>● Lack of an infrastructure operation plan in the event of unforeseen circumstances.</li> </ul> | <ul style="list-style-type: none"> <li>● Ensuring transparent, effective and resource-saving management of the assets.</li> <li>● Putting in place modern asset management systems.</li> <li>● Securing the suitable premises to accommodate the ACU's staff (including TDs).</li> </ul> | <ul style="list-style-type: none"> <li>● Loss of assets due to mismanagement.</li> <li>● Reputational damage arising from accusations of misuse of assets or inefficient procurement practices.</li> <li>● The ACU's inability to fully exercise its mandate due to the lack of a sufficient number of properly equipped premises to accommodate its staff.</li> </ul> | <ul style="list-style-type: none"> <li>● <b>Accounting systems:</b> Putting in place automated accounting and asset management systems.</li> <li>● <b>Efficient use:</b> Optimisation of resource management to achieve better performance.</li> <li>● <b>Upgrading material and technical base:</b> Expanding and modernising office equipment and infrastructure.</li> <li>● <b>Backup infrastructure:</b> Ensuring the operation of alternative offices in the event of unforeseen circumstances.</li> </ul> | <ul style="list-style-type: none"> <li>● Optimisation of asset management to increase the efficient and resource-saving use of state property.</li> <li>● Providing the ACU's staff with a sufficient number of properly equipped premises.</li> <li>● Developing a backup infrastructure to ensure a rapid restoration of the ACU's operations in the event of unforeseen circumstances.</li> </ul> | <ul style="list-style-type: none"> <li>● Conducting an audit of the use of ACU's assets and identifying additional needs for premises.</li> <li>● Putting in place the automated accounting and asset management system.</li> <li>● Expanding and upgrading the material and technical base.</li> <li>● Securing the premises necessary to accommodate the ACU's staff (including TDs) and assigning them to the ACU on the basis of operational management.</li> <li>● Ensuring the operability of the backup infrastructure in the event of unforeseen circumstances.</li> </ul> | <ul style="list-style-type: none"> <li>● The ACU's Asset Management Strategy has been approved.</li> <li>● 100percent of the audit recommendations on the use of the ACU's assets have been implemented.</li> <li>● 100percent of the ACU's assets have been recorded in the automated accounting and asset management system.</li> <li>● The costs of maintaining (servicing) the ACU's existing material and technical base have been reduced by 10percent.</li> <li>● Additional premises have been transferred to the ACU and assigned based on operational management, 100 percent of the ACU's</li> </ul> |

|  | <b>Risks</b> | <b>Challenges</b> | <b>Threats</b> | <b>Potential for development</b> | <b>Priority areas</b> | <b>Tasks</b> | <b>Expected outcomes</b>   |
|--|--------------|-------------------|----------------|----------------------------------|-----------------------|--------------|--|
|  |              |                   |                |                                  |                       |              | needs for personnel accommodation (including TDs) have been met. |