



CEC STRATEGIC PLAN FOR 2020-2025

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DEAR FRIENDS!

Over two decades, the Central Election Commission has administered elections and guaranteed democracy-building in Ukraine. All who contributed their efforts to this noble mission have much to be proud of. The growth of public confidence in the work of the Commission shows that we are moving in the right direction. However, new challenges require upgraded knowledge and competencies to make effective decisions.

I am convinced that any progress in development of a state institution is not possible in the absence of strategic vision. A sense of mission is critically important for an organization to declare sharp and transparent guidelines that are comprehended by both the expert community and the general public. One of the primary strategic principles is commitment of an institution to ensure the decision-making process is open and inclusive. That is why the Commission's first Strategic Plan is not a restricted document; but, an open-ended white paper.

The principles in the Strategic Plan confirm the Commission's commitment to dynamic development and modernization in providing Ukrainians with world-class electoral services. The CEC is committed to be an institution securing democracy, protecting the rights of every Ukrainian voter and a leader in voter education to ensure the electoral process is genuinely participatory.

This Strategic Plan is a result of a joint effort from a wide range of professionals: Commission members, the CEC's Secretariat, the Administrator of the State Register of Voters, political parties, representatives of Ukrainian civil society and international organizations. As the document evolved, the Strategic Planning Committee considered over 170 recommendations, most of which have been included in the final version of the Strategic Plan. The draft Plan was presented for public discussion with active participation of national and international experts.

On behalf of the Commission, I would like to thank everyone who joined us in the strategy sessions.

An exceptional thanks to our international partner – the International Foundation for Electoral Systems – that provided the CEC with continuous consultations in developing the Strategic Plan for 2020-2025 as part of the international technical assistance supported by the United States Agency for International Development (USAID), Global Affairs Canada and UK aid.

With much work to be accomplished to support democratic development in Ukraine, the CEC Strategic Plan approval for 2020-2025 is a first step toward systemic modernization of the Commission. We invite cooperation with all stakeholders in implementing the Strategic Plan's goals and objectives to foster democracy in Ukraine.

Together, we can make the electoral process in Ukraine transparent, efficient and welcoming to all!

**Head of the Central Election Commission
Oleh Didenko**

**STRATEGIC
PILLARS FOR
THE CENTRAL
ELECTION
COMMISSION**



BACKGROUND

According to Ukraine's Constitution, Ukraine is a sovereign, independent, democratic and legal state whose citizens elect officials through a direct and secret ballot.

As of December 31, 2019, the State Register of Voters numbered 35,477,188 people eligible to vote and be elected in Ukraine.

Such a significant number of voters made the nationwide elections a logistical challenge in the country in 2019.

During the 23 years of its existence, the CEC has gradually increased its professional performance and quality of services provided to multiple electoral stakeholders.

Such constant development contributed to Ukrainian civil society and the international community recognizing the presidential election on March 31, 2019 and July 21, 2019 Verkhovna Rada parliamentary elections as free, fair and effectively administered.

On presidential election day,



>500 000

**members of Precinct
Election
Commissions**



~2 700

**members of District
Election
Commissions**

organized and administered voting throughout the country.

The national Central Election Commission manages all stages of the electoral process under its current legal mandate.

However, both election campaigns unveiled traditional systemic problems inherited from previous elections, including insufficient material and technical support to lower-level election commissions; excessive bureaucratization of candidate registration; mistakes while compiling vote-counting protocols due to a cumbersome format; and, difficulties with entering required data into vote protocols. The CEC is aware of these shortcomings and is willing to improve election management.

The 2019 elections also revealed several external threats that could harm the electoral process in Ukraine, including the online spread of fake news and disinformation; foreign interference with elections; cyberattacks on the CEC's information infrastructure; manipulations by political actors such as «clone candidates», «technical candidates» and «technical organizations»; false information about contestants; and, lack

of consistent interpretation of various terms and provisions by candidates in the election legal framework.

At the conclusion of 2019, the Verkhovna Rada adopted an election code that introduced changes to parliamentary and local elections for the first time in Ukrainian history.

Given that regular local elections are scheduled for October 2020, the CEC must quickly adapt to recent legislative developments and conduct a comprehensive awareness campaign for all election stakeholders. The new election code necessitates further amendments to correct legal inconsistencies and technical mistakes.

Administering the election processes is becoming more sophisticated and complicated; but, can be accomplished effectively based on comprehensive operational planning, understanding current gaps in organizing elections and implementing a clear strategy for addressing deficiencies. Special attention also must be directed to external threats requiring measures to prevent dangers and mitigate their outcomes.

On December 27, 2019, the CEC adopted Resolution Number 1990 titled «On the Workplan of the Central Election Commission for the First Half of 2020» to strengthen capacity and institutional development of electoral management and continue modernization and improvement of election administration. This resolution mandates drafting the CEC Strategic Plan covering the period of 2020 through 2025. The Commission believes that implementation of a workplan contributes to modernization of Commission operations, enhances transparency of the election process and creates conditions for use of new technology in Ukraine's elections.

CEC Resolution Number 8, dated January 16, 2020, and titled «On Strategic Planning of the Central Election Commission,» approved the Statute of the Strategic Planning Committee that was tasked to draft the CEC's Strategic Plan within three months.

The Committee's membership was approved by Order of the CEC Chair Number 1, dated January 17, 2020. The Committee consists of four CEC members and four representatives of the CEC

Secretariat and Service of the Administrator of the State Register of Voters. Members are:

- **Vitalii Plukar,**
Deputy Chair of the CEC and the Chair of the Committee;
- **Olena Hataullina,**
Secretary of the CEC and Deputy Chair of the Committee;
- **Andrii Hevko,**
CEC member;
- **Serhii Postivyi,**
CEC member;
- **Oleksandr Stelmakh,**
Head of Service of the Administrator of the State Register of Voters;
- **Valentyna Sereda,**
Head of the Editorial and Publication Unit of the CEC Secretariat;
- **Svitlana Flikian,**
Adviser to the CEC Chair,
- **Denys Pikalov,**
Assistant to a CEC Member.

THE DRAFT STRATEGIC PLAN PROCESS CONSISTED OF THE FOLLOWING STEPS:



Defining the CEC's strategic pillars;



Conducting an institutional assessment of the CEC;



Setting out strategic direction for CEC operations and developing goals, actions, measurable outcomes, accountable persons and deadlines;



Holding consultations with domestic and international stakeholders, including national and international election experts and representatives of Ukrainian civil society and political parties.

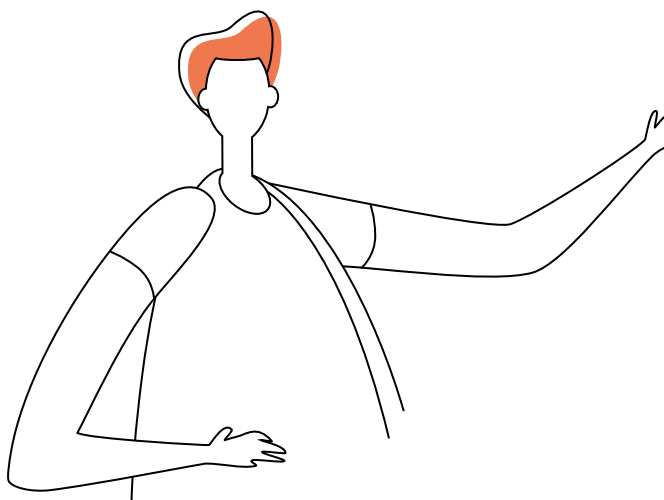
The Central Election Commission's Strategic Plan for 2020-2025 was transparently drafted with engagement of a variety of stakeholders.

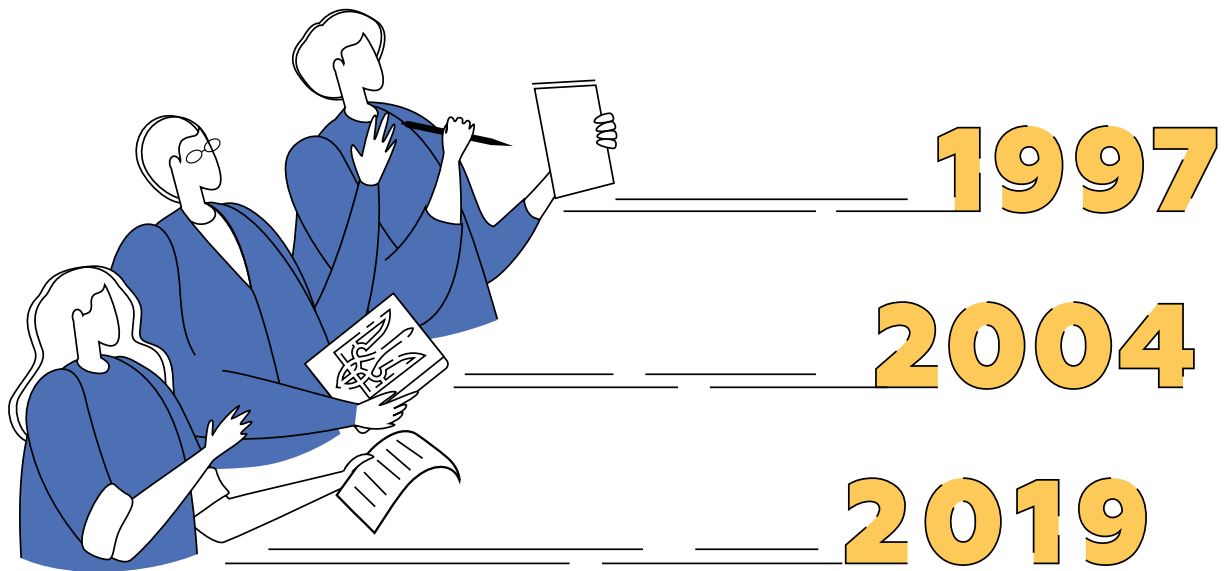
The Strategic Planning Committee turned to political parties that participated in the most recent parliamentary elections, domestic nongovernmental organizations and international organizations to submit recommendations for specific strategic actions.

Stakeholders made about 170 recommendations, most of which have been included into the draft Strategic Plan.

To ensure a high level of stakeholder inclusion into the decision-making process, a public discussion of the draft Strategic Plan with recommendations was held on May 19, 2020. This discussion assembled representatives of political parties, civil society, and international organizations and, based on discussion outcomes, the CEC Strategic Plan was updated.

When the draft Strategic Plan for 2020-2025 was finalized, it was submitted for consideration to CEC Chair Oleh Didenko and other CEC commissioners. The CEC Strategic Plan for 2020-2025 was approved by CEC Resolution Number 102.





HISTORY

In Soviet Ukraine, parliamentary elections were organized by the Verkhovna Rada, or Supreme Council, of the Ukrainian Soviet Socialist Republic. The law «On Elections of People’s Deputies of the Ukrainian SSR» provided the following mandate in establishing a Central Election Commission:

«To hold elections of people’s deputies of the Ukrainian SSR, the Verkhovna Rada of the Ukrainian SSR is to establish (the) Central Election Commission upon submission of all regional, Kyiv and Sevastopol city councils of people’s deputies or their presidiums; consider propositions received from labor collectives or their councils; cooperate with public organizations, collectives of technical secondary schools and colleges and higher education institutions; conduct voter meetings at their residences or military duty stations; and, consult with republican representative bodies of public organizations. The Commission shall be established no later than four months before elections and consist of the chairperson, two deputy chairpersons, the secretary and 27 members who are appointed for a term of five years

(Article 21 of the Law of the Ukrainian SSR of October 27, 1989, N° 8304-XI).

In administering parliamentary elections in 1990 for the 12th Convocation, the Verkhovna Rada of the Ukrainian SSR approved Resolution N° 8310-XI on October 28, 1989 to establish the «Central Election Commission for Elections of the People’s Deputies of the Ukrainian Soviet Socialist Republic» – the final parliamentary elections within the Soviet Union. In adopting the Act of Declaration of Independence of Ukraine on August 24, 1991, the 12th Convocation of the Ukrainian SSR’s Verkhovna Rada was declared the 1st convocation of the Verkhovna Rada of independent Ukraine which proved to be a catalyst for democratic change in the newly-independent country’s political environment.

The Verkhovna Rada tasked the CEC which had administered elections of the People’s Deputies of the Ukrainian SSR to conduct the presidential election and a national referendum in newly-independent Ukraine which were scheduled for December 1, 1991. The national referendum approved the Act of Declaration of Independence of Ukraine (Resolution N° 1660-XII of October 11, 1991 adopted under the Law of the Ukrainian SSR “On election of the President of Ukraine” N° 1297-XII of July 5, 1991).

A CEC was authorized to administer People’s Deputy’s elections until 1997. The Rada also tasked the Commission to implement the mandate of the «Central Election Commission for the Election of the President of Ukraine.» Commission members were engaged on a temporary basis; but, during this time were full-time employees.

Ukraine's Constitution, adopted in June 1996, created a government organization independent from other national state and government agencies and local self-government bodies.

The first meeting of the CEC as a permanent, independent state organization was held on November 13, 1997.

The Verkhovna Rada considered and confirmed CEC members who are first appointed by the President.

Creating a legal basis for CEC operations was finalized by adoption of the Law on the Central Election Commission in December 1997, one month after the CEC's first meeting. This Law specified the mandate of the CEC as an independent state body in organizing:

- presidential and parliamentary elections;
- national and local referenda;
- providing consultative support;
- guidance to local election stakeholders.

The Law also reflected international standards for CEC operations, including independence, transparency and openness.

Election and national referendum-related practice demonstrated the need for updating the Law, changing the status of the CEC and its members, expanding the scope of its mandate and strengthening its principles and foundation.

On June 30, 2004, the Verkhovna Rada approved a new version of the Law on the CEC that improved the legal framework governing the CEC and significantly expanded the Commission's mandate. Several changes to that law were introduced in the new election code approved on December 19, 2019.

Over 23 years, the organizational structure of the CEC's Secretariat dramatically changed, while expanding the Commission's scope as both an election management body and administrator of the State Register of Voters. Establishing the State Register of Voters began was authorized by the Law on the State Register of Voters on February 22, 2007. A fully automated State Register of Voters was officially launched in September 2009.

Starting in 1997, the CEC administered a national referendum in 2000; presidential elections in 1999, 2004, 2010, 2014, and 2019; parliamentary elections in 1998, 2002, 2006, 2007, 2012, 2014, and 2019.

Organized the nationwide 2006, 2010 and 2015 local elections. As of January 2020, the CEC has scheduled the first local elections in



**988
newly-amalgamated
communities**

The Commission takes full responsibility and obligation for accurately counting and confirming national and local election and referendum results.



LEGAL AND OPERATIONAL FRAMEWORK

The CEC is a permanent decision-making state body that exercises its powers independently from other government organizations and local self-governance bodies. The Commission exercises its powers based on the Constitution of Ukraine, the Law on the Central Election Commission and other Ukrainian laws. The Commission's mandate includes organizing and preparing elections in Ukraine, pursuant to the Ukrainian legal framework.

The Commission is the election authority for the entire system of election and referendum commissions and organizes:

- The Presidential Election;
- Parliamentary Elections, and,
- National Referenda.

The Commission oversees operations and provides consultative support to territorial, district and precinct election and referendum commissions which have been established to organize the following:

- Elections of deputies to the Verkhovna Rada of the Autonomous Republic of Crimea;
- Elections to local councils;
- Elections of village, settlement and city mayors and starostas; and
- Local referenda.

The Law denotes the Commission's responsibilities. They include protecting citizens' overall electoral rights; protecting citizens' rights to participate in referenda; observance of principles and standards for elections and referenda as provided by the Constitution and the laws of Ukraine; and, uniform application of laws governing elections and referenda throughout Ukraine.

The Commission consists of



seven-year terms

17

members who are appointed to seven-year terms

by the President and confirmed by the Verkhovna Rada

The President's appointment of Commission members consider recommendations of the political party factions and MP groups registered in the Verkhovna Rada. The CEC Chair, the two Deputy Chairs and the Commission Secretary are elected by their Commission colleagues. All must have a university law degree.

The Commission's Secretariat provides support to CEC operations and provides organizational, legal, informational, research and technical support to ensure that both the CEC and individual members of the Commission are able to exercise their mandate in the Law on the Central Election Commission.

The CEC is charged with administering the state Register of Voters, an information technology system created to maintain, process and

administer voter data listed in the Law on the State Register of Voters. The Commission ensures data maintenance and functions under the law, and for this purpose, created the Service of the Administrator of the State Register of Voters. The Secretariat's statutes, the Advisory and Assistant Service and the Service of the Administrator of the State Register of Voters are subject to approval by the Commission upon the CEC Chair's proposal.

Official website of the State Register of Voters

КИЇВСЬКА ОБЛАСТЬ - ВІДДІЛ ВЕДЕННЯ ДРВ АПАРАТУ ВОЛОДАРСЬКОЇ РДА

Вибірчі дільниці відділу ведення, утворені на постійній основі

Map showing electoral districts in Kyiv Oblast with a legend: 0-500, 500-1000, 1000-1500, 1500+.

- ВИБОРЧІ ОКРУГИ ТА ДІЛЬНИЦІ
- ОБ'ЄДНАНІ ТЕРИТОРІАЛЬНІ ГРОМАДИ
- ЗАПЛАНОВАНІ ВИБОРИ
- НОВИНИ
- СТАТИСТИЧНІ ДАНІ
- НОРМАТИВНО-ПРАВОВІ АКТИ

ІНФОРМАЦІЙНИЙ БЛОК

- 26.06.2020 Постанова від 25 червня 2020 року №123 Про форми йменах виборців?
- 26.06.2020 Постанова від 25 червня 2020 року №121 Про Порядок наділення виборців залу, залими, персональних етикетки 10 - 21 Закону України Про Державний реєстр виборців, в використанням версії: Тетисна?
- 26.06.2020 Постанова від 25 червня 2020 року №120 Про Порядок доступу до бази даних Державного реєстру виборців?



THE CENTRAL ELECTION COMMISSION'S MISSION, VISION AND GUIDING PRINCIPLES



MISSION

The CEC is an independent, collegial state institution for administering elections and referenda that guarantees the sovereign rights of all Ukrainian citizens to express their political will as well as their right to be elected.



VISION

The CEC is proactive in managing elections with innovation and professionalism. Having gained a high level of public trust, the Commission has become a leader in promoting democracy in Ukraine and a platform for discussions between all electoral stakeholders.

GUIDING PRINCIPLES

THE CEC IMPLEMENTS ITS STRATEGY BASED ON THE FOLLOWING GUIDING PRINCIPLES:



RULE OF LAW

A citizen's rights and freedoms related to participation in elections and referenda shall be ultimate values that frame the content and direction of the Commission's activities.



INTEGRITY

The Commission shall be guided by principles of integrity and impartiality while administering elections with state resources. It shall serve as an example of ensuring and protecting electoral rights of citizens and their right to participate in referenda.



INDEPENDENCE

While considering and adopting decisions, the Commission shall be guided solely by the law. It shall act without interference and independently from other national state bodies, local self-governance, political parties, and other electoral subjects.



PROFESSIONALISM

CEC commissioners and their employees shall make objective and well-grounded decisions. They shall competently select and use methods and techniques which are relevant, flexible and effective to specific situations and circumstances.



OPENNESS AND TRANSPARENCY

The CEC shall regularly publicize information required by law, as well as other information relevant to election stakeholders through effective public information, including its official website. The Commission shall notify the public of its meetings and agenda in a timely manner. The CEC cooperates with both domestic and international observers during the election process.



COLLEGIAL

The CEC shall adopt its decisions collegially by a majority of its members with consideration of opinions from the Commission's minority. While adopting decisions, Commission members shall try to reach consensus on ideas and proposals.



INCLUSIVENESS

The CEC shall contribute to removing barriers to electoral and referendum participation and engage a wide circle of stakeholders in Ukraine's electoral processes.



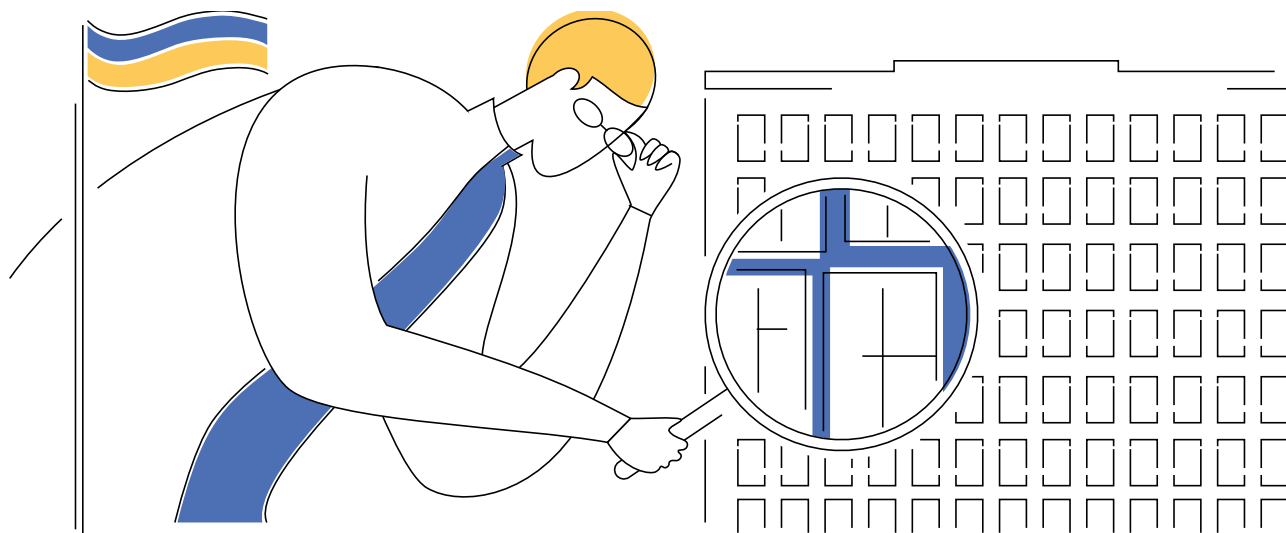
SERVICE ORIENTATION

The CEC seeks to ensure effectiveness, quality and accessibility of its services and ensure those services are oriented to various stakeholder groups while protecting electoral rights of citizens and citizens' right to participate in referenda.



PREVENTION

The CEC shall prevent possible threats to the election process by following both positive and negative trends in social and political life at the national and international levels. It will raise awareness of voters and other electoral stakeholders.



BRIEF INSTITUTIONAL ASSESSMENT AND SWOT ANALYSIS

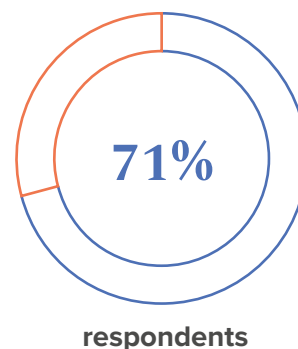
While working on the CEC Strategic Plan for 2020-2025, the Strategic Planning Committee conducted an institutional assessment and SWOT analysis to determine the current state of affairs and formulate strategic goals and pillars.

This assessment included an anonymous survey of CEC employees;

- interviews with heads of CEC structural units;
- analysis of recommendations proposed by Ukrainian NGOs and international organizations based on the 2019 election results;
- and, a survey of the political parties that participated in the last parliamentary elections on July 21, 2019.

LEVEL OF TRUST IN THE CEC

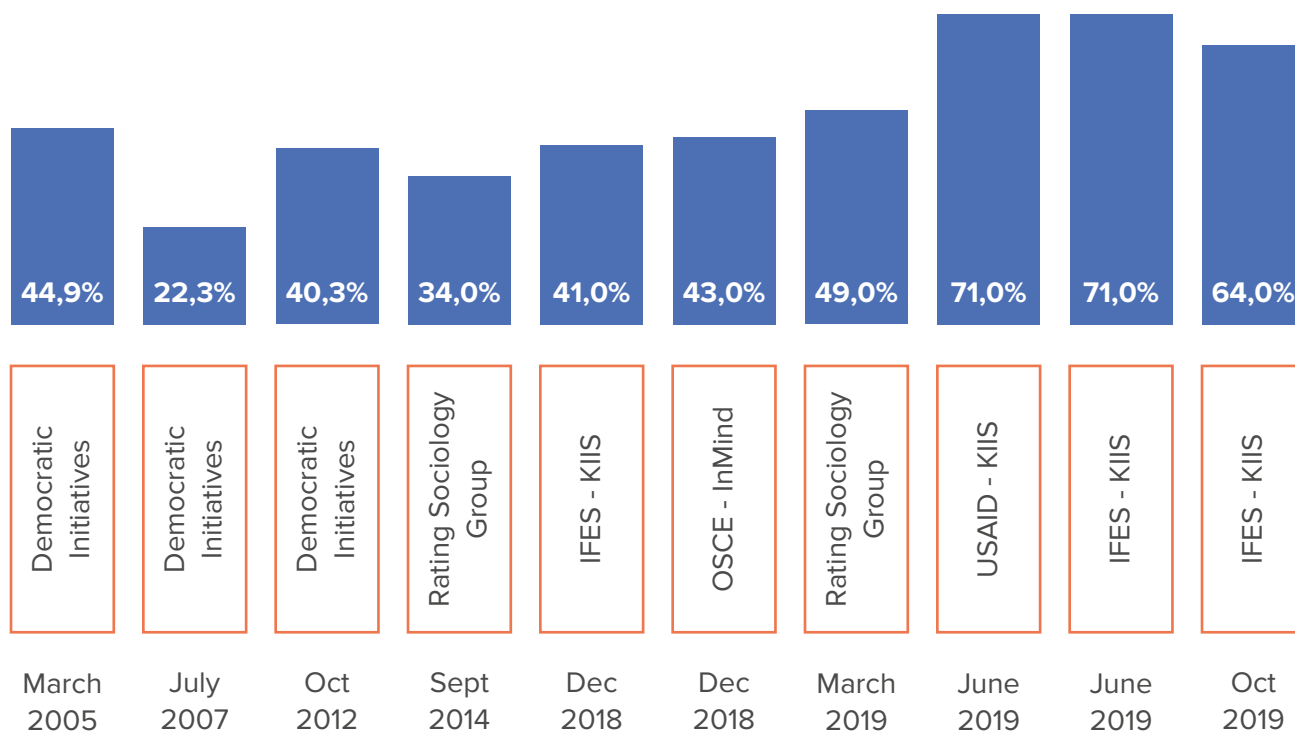
According to a public opinion poll conducted by IFES and the Kyiv International Institute of Sociology (KIIS) after the 2019 presidential election



claimed that they «to a significant extent» or «somewhat» believe the CEC is able to organize credible elections.

After the 2019 parliamentary elections, the share of such respondents was as high as 64 percent. Although the level of trust in the CEC has not been regularly tested through the period of Ukrainian independence, a comparison of results from last year's survey and results of previous research leads to the conclusion that in 2019 the level of trust in the CEC was at the highest level in the CEC's history (see Chart 1 for further details).

Chart 1. Level of Public Trust in the Central Election Commission from 2005-2019



Most parties surveyed within the framework of the institutional assessment also stated that the level of their confidence in the CEC is “high” or “somewhat high”.

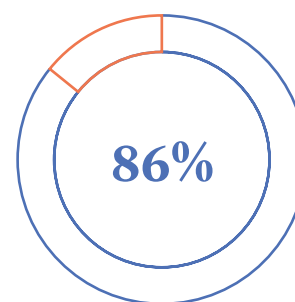
The increased level of public trust in the CEC can be explained by ongoing strengthening of CEC staff professionalism and by respect to CEC commissioners’ political neutrality.

OPENNESS AND PUBLICITY

The Commission shall publicize information on organizing elections as required by Ukraine’s laws. The CEC shall take measures to further enhance publicity and openness in its operations. The Commission continues to work on expanding the scope of electoral information to the public and promptly distributing that information. To bring the Commission’s operations into the spotlight, it has already ensured live broadcast of its meetings. The CEC has held public consultations on possible amendments to the procedure for temporarily changing the place of voting to promote engagement of stakeholders into Commission decision-making.

INSTITUTIONAL MEMORY AND GENDER STATISTICS

Survey results among CEC staff revealed that



respondents

are satisfied or somewhat satisfied by their employment conditions at the Commission.

One of the CEC’s strengths is low staff turnover that contributes to maintaining institutional memory at the Commission which is essential to effective administration of elections, particularly in crisis. The CEC also seeks to ensure a balanced approach towards professional career growth for both women and men.

At the beginning of February 2020, 146 women and 125 men were employed by the Commission’s Secretariat, Service of the Administrator of the

State Register of Voters and the Advisory and Assistance Service. Leadership positions were held by 31 women and 30 men.

Leadership positions were held by



The CEC believes that respect and promotion of gender equality are essential in CEC offices and in the election process. It shared results of gender analysis of leadership positions at the district election commission (DEC) level during the 2019 national elections

(see Table 2 for further details):

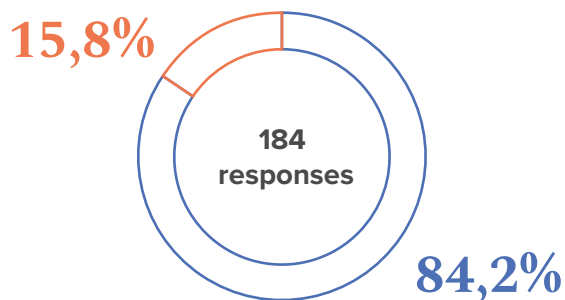
There are five women and 12 men on the Commission. CEC members are nominated by the President with consideration of their political party affiliation and that party's numerical status in the current Rada.

Table 2. Data on District Election Commission Leadership (without members whose mandates were terminated early)

| Type and Date of Election | DEC Chairs, Deputy Chairs, and Secretaries | Women (number) | Women (% of the total number) | Men (number) | Men (% of the total number) |
|---|--|----------------|-------------------------------|--------------|-----------------------------|
| Regular Presidential Election, March 31, 2019 (as of the first round on March 31, 2019) | 597 | 327 | 54.77% | 270 | 45.23% |
| Regular Presidential Election, March 31, 2019 (as of the runoff on April 21, 2019) | 398* | 248 | 62.31% | 150 | 37.69% |
| Pre-term Parliamentary Elections, July 21, 2019 (as of election day on July 21, 2019) | 596 | 345 | 57.89% | 251 | 42.11% |

* there are no commission deputy chairs during the presidential election runoff under the electoral legal framework

Would you encourage your friends or relatives to apply for vacancies in the CEC?



PLANS FOR COMMISSION MODERNIZATION

The CEC confirms its intent to develop and modernize the Commission, including through the use of the latest technology.

The CEC takes a proactive approach toward many issues such as the use of information technology for vote counting, improved election procedures, better accessibility to elections and promoting women participation in politics .

The CEC acknowledges that there is room for more cooperation with media and civil society and the CEC is working on its communication strategy.

NEED FOR STRUCTURAL REFORM

One of the Commission's priority tasks is reshaping the CEC internal organizational structure that includes establishing local and regional CEC branches and the CEC center for electoral training, or the «Center for Training of Participants of the Election Processes». Reorganizing the current CEC structure stemmed from duplicative functions of structural units and new CEC responsibilities.

One of the Commission's priority tasks is reshaping the CEC internal organizational structure that includes establishing local and regional CEC branches and the CEC center for electoral training, or the «Center for Training of Participants of the Election Processes».

Reorganizing the current CEC structure stemmed from duplicative functions of structural units and new CEC responsibilities. Establishing the CEC at the local and regional levels is hindered by a lack of a mandate and budget limitations. The CEC Secretariat structure also hampers effective communication between Secretariat structural units and decision-making processes. Another CEC weakness is the bureaucratic document flow, highlighted by cumbersome CEC operations as communicated by CEC employees to political parties.

OTHER SHORTCOMINGS

Several impediments to form more effective CEC activities are related to inconsistency between needs faced by the CEC and the physical building where the Commission is located. One of the common complaints from Commission staff is minimal office space which does not accommodate the required number of employees. The Commission's administrative building is also barely accessible to people with disabilities. If the CEC's proposal to return the Commission to the 2nd and 3rd floors of the building is upheld – the premises used to belong to the CEC, but later were transferred to the Ministry for Veteran Affairs, Temporarily Occupied Territories and Internally Displaced Persons – some infrastructure problems, but not all, would be resolved.

Participants of an anonymous poll conducted among the CEC Secretariat staff when responding to the open-ended question: "What should be improved to make your working place more comfortable and efficient?" commonly required more office space and the new chairs.

Other CEC shortcomings include its conservative institutional culture as many employees still use traditional, outdated work practices and inefficient human resource policy that result in a high number of vacant positions, lack of an appropriate staff performance evaluation system and poor motivation and lack of initiative among employees.

Another impediment to the overall quality of the election process is insufficient level of professionalism of lower-level election commissioners.

EXTERNAL THREATS

A low level of voter awareness and new legal reform developments may harm overall election administration. The CEC staff may have to deal with the vast number of election-related documents containing mistakes. Lower-level commissioners may suffer from aggressive voters and candidates who demand work from them based on procedures in repealed legislation while frivolous political actors spread disinformation in the media and through social networks to destabilize the election process.

The CEC usually administers its activities under pressure from various political participants and, consequently, the public image of the Commission and its credibility may suffer from political manipulations, such as the so-called «clone candidate» technique.

The risks of cyber threats and foreign countries' interference with election processes remain high.

To ensure reliable and secure functioning of the CEC information systems in light of high cybersecurity threats in 2019, information technology infrastructure and software have been modernized and updated. However, given the changing nature of digital threats and quick development of new technology, it is important to adopt a comprehensive strategy for ensuring cybersecurity and conducting regular post-election audits to evaluate the cybersecurity system's effectiveness.

POSSIBILITIES FOR DEVELOPMENT

The Commission has significant space for improvement and development.

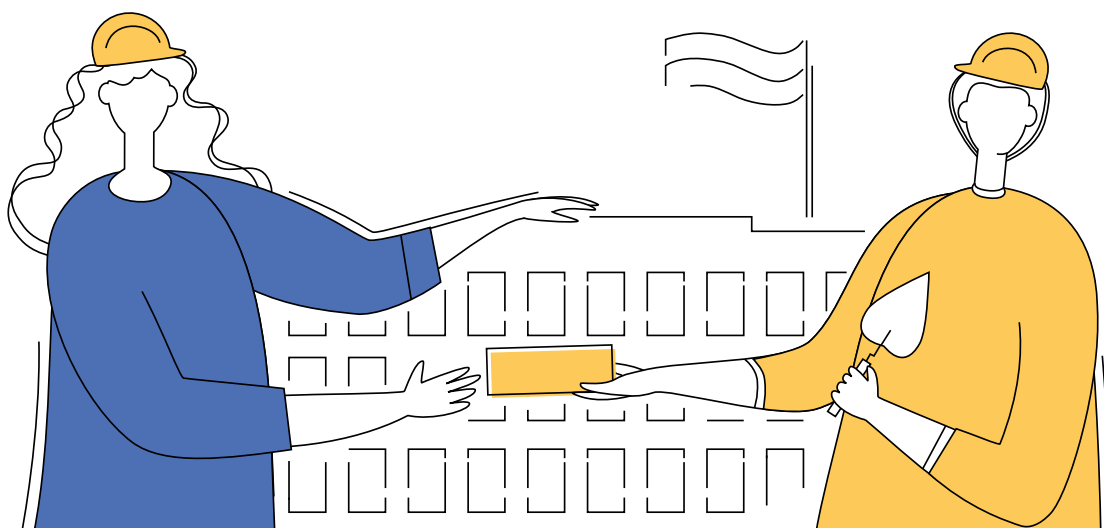
Creating CEC branches at the local level would contribute to promptly addressing and resolving issues and facilitating consultations and advice to electoral subjects at the local and regional levels. The high level of public trust currently enjoyed by the CEC and its desire to modernize allows the Commission to compete for additional financial resources from international technical assistance projects that can be used to strengthen the election process and further experience exchange between the CEC and other international election management bodies.

The unified information system Vybery and the State Register of Voters have potential for delivery of new services at the level of precinct election commissions as well as further digitalization of the election process. Strengthening CEC staff qualifications would contribute to establishing more effective internal procedures, prompt service delivery and counteract digital threats.

CEC SWOT Analysis Matrix

| Strengths | Weaknesses |
|---|--|
| Professionalism | Current organizational structure |
| Readiness to develop and modernize | Conservative institutional culture |
| Openness | Ineffective internal and external communications |
| Proactivity | Human resource management policy |
| Cooperation with international counterparts | Lack of information systems at the PEC level |
| Availability of IT systems to administer elections | Procedural red tape |
| Institutional memory | Inconsistency between CEC needs and available premises for its operations |
| | Level of professionalism of lower-level election commissioners |
| Opportunities | Threats |
| Potential of information system and technology | Lack of sufficient funding |
| Possibility of using additional resources provided by international technical assistance projects | Cyber threats and foreign countries' interference |
| Establishing local and regional branches | Misinformation and informational attacks |
| Institutionalization of the CEC Training Center | Instability of legal framework |
| More active experience sharing with other Election Management Bodies | Political pressure and instability |
| Improving the electoral legal framework | Low level of awareness of electoral subjects, including candidates and voters, of novelties within the electoral legal framework |
| Strengthening qualifications of the CEC staff | Manipulation by political participants |

STRATEGIC PLAN



INSTITUTIONAL CAPACITY

| STRATEGIC GOALS | STRATEGIC ACTION | MEASURED RESULTS | RESPONSIBLE UNIT | TIMING | |
|--|---|--|--|-------------|-------------|
| | | | | from | till |
| 1.1. Human resource management development | 1.1.1. CEC staff advanced training | 1.1.1.1. Conducted comprehensive HR assessment to identify needs of CEC members and staff in training | 1) Department of Human Resources 2) Center for Electoral Training | 15.09. 2020 | 01.04. 2021 |
| | | 1.1.1.2. Developed an annual advanced training programs for CEC staff to strengthen the Commission's competency, as required by law | 1) Department of Human Resources | 01.07. 2020 | 30.06. 2025 |
| | | 1.1.1.3. Conducted performance evaluation of department heads in the secretariat and the SRV Administrator's Office to assess their culture of management and executive competence | 1) Department of Human Resources | 01.07. 2020 | 01.12. 2020 |
| | | 1.1.1.4. Conducted workshops and other training activities with CEC members and staff to address professional training and development | 1) Department of Human Resources 2) Center for Electoral Training | 01.01. 2021 | 01.06. 2025 |
| | 1.1.2. Introducing CEC internal performance assessment | 1.1.2.1. Conducting both general and special staff surveys followed by data analysis (at least once a year) | 1) Department of Human Resources 2) Heads Structural Units of the CEC Secretariat and the SRV Administrator's Office | 01.01. 2021 | 01.06. 2025 |
| | 1.1.3. Applying system of measures to improve working environment | 1.1.3.1. Defined and approved several measures to improve the working environment; introduced an annual plan of activities and events for CEC staff | 1) Department of Human Resources 2) Heads of Structural Units of the CEC Secretariat and the SRV Administrator's Office | 01.07. 2020 | 15.06. 2025 |
| | 1.1.4. Ensuring effective staff performance review | 1.1.4.1. Developed a unified methodology to measure staff compliance with CEC performance requirements | 1) Department of Human Resources | 01.09. 2020 | 31.03. 2021 |

| STRATEGIC GOALS | STRATEGIC ACTION | MEASURED RESULTS | RESPONSIBLE UNIT | TIMING | |
|---|---|---|--|-------------|-------------|
| | | | | from | till |
| | 1.1.5. Improving the performance-based incentive system | 1.1.5.1. Introduced a flexible incentives system with graduated salaries and bonuses to match intensity and complexity of work activities | 1) Heads of the CEC Secretariat and the SRV Administrator's Office 2) Department of Human Resources | 01.07. 2020 | 01.06. 2021 |
| | 1.1.6. Recruiting professional staff to vacant positions | 1.1.6.1. Defined special measures to advertise open job positions at the CEC | 1) Department of Human Resources | 01.07. 2020 | 30.06. 2025 |
| 1.2. Streamlining organizational structure to ensure CEC effectiveness and efficiency | 1.2.1. Conducting the Commission's organizational audit | 1.2.1.1. Review and consideration of organizational audit results | 1) CEC Members 2) Heads of the CEC Secretariat and the SRV Administrator's Office 3) Department of Human Resources 4) Heads of Structural Units of the CEC Secretariat and the SRV Administrator's Office | 15.06. 2020 | 01.09. 2020 |
| | 1.2.2. Updating the CEC organizational structure | 1.2.2.1. Approved new organization chart and staffing table based on audit results | 1) CEC members 2) Head of the CEC Secretariat 3) Department of Human Resources 4) Heads of Structural Units of the CEC Secretariat and the SRV Administrator's Office | 01.09. 2020 | 01.10. 2020 |
| | 1.2.3. Conducting an audit of the provisions and job descriptions regulating personnel's scope of work and responsibilities | 1.2.3.1. Analyzed and considered audited provisions and job descriptions for their effectiveness and compliance with current law and the CEC requirements | 1) Heads of the CEC Secretariat and the SRV Administrator's Office 2) Department of Human Resources 3) Heads of Structural Units of the CEC Secretariat and the SRV Administrator's Office | 01.09. 2020 | 01.12. 2020 |
| | 1.2.4. Updating provisions and job descriptions regulating personnel's scope of work and responsibilities | 1.2.4.1. Approved updated provisions and job descriptions regulating the personnel's scope of work and responsibilities | 1) Heads of the CEC Secretariat and the SRV Administrator's Office 2) Department of Human Resources 3) Heads of Structural Units of the CEC Secretariat and the SRV Administrator's Office | 01.09. 2020 | 01.05. 2021 |
| | 1.2.5. Establishing Expert Advisory Group at the CEC | 1.2.5.1. Developed and approved responsibilities the Expert Advisory Group at the Commission | 1) CEC members 2) Head of the CEC Secretariat 3) Heads of Structural Units in the CEC Secretariat | 01.01. 2021 | 01.03. 2021 |
| | | 1.2.5.2. Selected and approved Expert Advisory Group membership at the CEC | 1) CEC members 2) Head of the CEC Secretariat 3) Heads of Structural Units in the CEC Secretariat | 01.03. 2021 | 01.05. 2021 |
| 1.3. Establishing and maintaining CEC local and regional branches | 1.3.1. Developing a concept for establishing CEC local and regional branches | 1.3.1.1. Developed concept for establishing and maintaining the CEC local and regional branches | 1) CEC members 2) Heads of the CEC Secretariat and the SRV Administrator's Office 3) Heads of Structural Units of the CEC Secretariat and the SRV Administrator's Office | 15.06. 2020 | 15.07. 2020 |

| STRATEGIC GOALS | STRATEGIC ACTION | MEASURED RESULTS | RESPONSIBLE UNIT | TIMING | |
|---|---|---|--|------------|------------|
| | | | | from | till |
| | | 1.3.1.2. Conducted analysis of the current legislation for a lack of provisions and drafted a law proposal governing the performance of the CEC regional and local branches | 1) CEC members 2) Office of Legal Support | 15.06.2020 | 15.07.2020 |
| | 1.3.2. Establishing CEC local and regional branches | 1.3.2.1. Developed and approved provisions for the CEC local and regional branches, including organizational structure and staffing table | 1) CEC members | 15.07.2020 | 15.12.2020 |
| | 1.3.3. Determining the level of funding for CEC local and regional branches | 1.3.3.1. Approved budgets of the CEC local and regional branches | 1) CEC members 2) Head of the CEC Secretariat 3) Heads of the structural units in the CEC Secretariat | 15.09.2020 | 15.12.2020 |
| | 1.3.4. Maintaining the CEC regional and local branches | 1.3.4.1. The CEC regional and local branches are fully staffed | 1) Department of Human Resources 2) Heads of the CEC Secretariat and the SRV Administrator's Office 3) Heads of Structural Units of the CEC Secretariat and the SRV Administrator's Office | 01.01.2021 | 31.12.2025 |
| | | 1.3.4.2. All CEC local and regional branches are provided with the office facilities and equipment | 1) Office of Economic and Logistical Support | 01.01.2021 | 31.12.2025 |
| | 1.3.5. Providing training to the staff of the CEC local and regional branches to advance their competencies | 1.3.5.1. Developing a yearly plan of individual advanced training programs for the CEC local and regional branches staff to strengthen their skills and competencies as required by law | 1) Center for Electoral Training 2) Heads of Structural Units at the CEC local and regional branches | 01.01.2021 | 01.06.2025 |
| | | 1.3.5.2. Conducted workshops and other training activities for staff of the CEC local and regional branches to address professional training and development | 1) Center for Electoral Training 2) Heads of the Structural Units at the CEC local and regional branches | 01.01.2021 | 01.06.2025 |
| 1.4. Establishing and maintaining the CEC Center for Electoral Training | 1.4.1. Developing a concept of establishing and maintaining the CEC Center for Electoral Training | 1.4.1.1. Developed the concept for establishing and maintaining the CEC Center for Electoral Training | 1) CEC members 2) Heads of the Structural Units in the CEC Secretariat | 15.06.2020 | 31.12.2020 |
| | 1.4.2. Finalizing legal basis for establishing and maintaining the CEC Center for Electoral Training | 1.4.2.1. Conducted audit of CEC general documents to define those provisions should they be changed or amended | 1) CEC members 2) Heads of Structural Units in the CEC Secretariat | 15.06.2020 | 31.12.2020 |

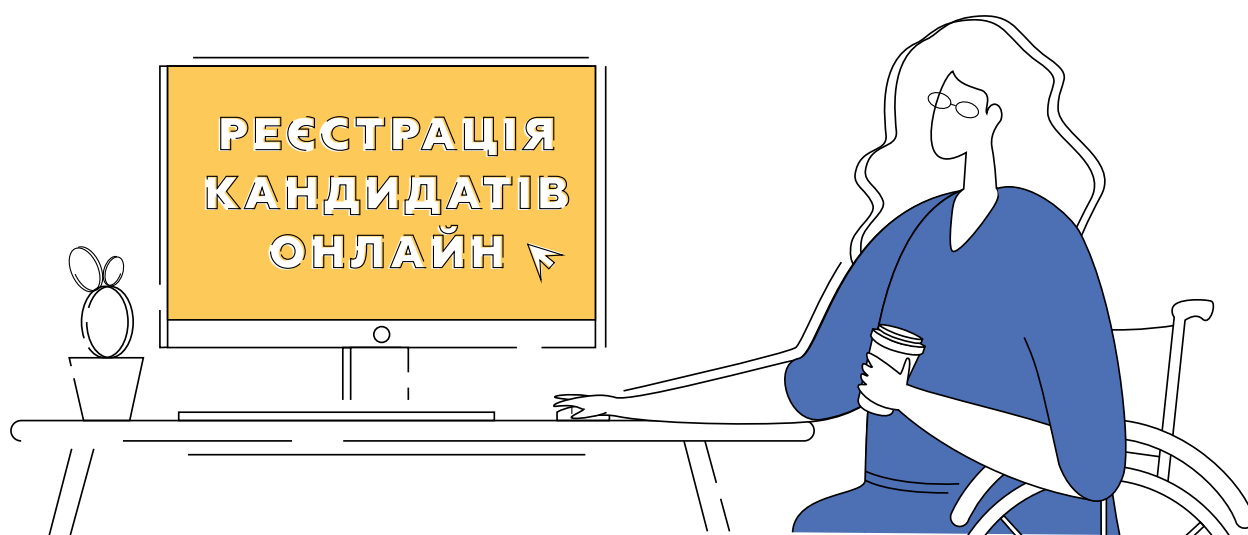
| STRATEGIC GOALS | STRATEGIC ACTION | MEASURED RESULTS | RESPONSIBLE UNIT | TIMING | |
|-----------------|---|--|---|------------|------------|
| | | | | from | till |
| | 1.4.3. Establishing the CEC Center for Electoral Training | 1.4.3.1. Developed and approved provisions for the CEC Center for Electoral Training | 1) CEC members 2) Heads of Structural Units in the CEC Secretariat | 15.06.2020 | 31.12.2020 |
| | | 1.4.3.2. Approved organizational structure and a staffing table for the Center for Electoral Training | 1) CEC members 2) Heads of the Structural Units in the CEC Secretariat | 15.06.2020 | 31.12.2020 |
| | | 1.4.3.3. The CEC Center for Electoral Training is fully staffed | 1) Department of Human Resources | 01.01.2021 | 31.12.2025 |
| | | 1.4.3.4. The CEC Center for Electoral Training is provided with facilities and equipment to conduct training activities | 1) Center for Electoral Training 2) Office of Informatization 3) Office of Economic and Logistical Support | 01.01.2021 | 31.12.2025 |
| | 1.4.4. Creating a website for the CEC Center for Electoral Training as training capacity on the electoral process | 1.4.4.1. Developed concept of the CEC Center for Electoral Training website as training capacity on the electoral process | 1) Center for Electoral Training 2) Office of Informatization | 01.01.2021 | 01.06.2021 |
| | | 1.4.4.2. Current maintenance of the CEC Center for Electoral Training to provide stakeholders with comprehensive materials and training | 1) Center for Electoral Training 2) Office of Informatization | 01.06.2021 | 31.12.2025 |
| | 1.4.5. Maintaining performance of the CEC Center for Electoral Training | 1.4.5.1. Developing a yearly workplan of CEC Center activities | 1) Center for Electoral Training 2) Department of Human Resources 3) Heads of the CEC Secretariat and the SRV Administrator's Office 4) Heads of the Structural Units of the CEC Secretariat and the SRV Administrator's Office 5) Heads of the Structural Units at the CEC local and regional branches | 01.01.2021 | 01.06.2025 |
| | | 1.4.5.2. Conducting training and awareness-raising activities under the annual work plan approved by the CEC for the Center for Electoral Training | 1) Center for Electoral Training 2) Department of Human Resources 3) Heads of the CEC Secretariat and the SRV Administrator's Office 4) Heads of the structural units of the CEC Secretariat and the SRV Administrator's Office 5) Heads of the structural units at the CEC regional and local branches | 01.01.2021 | 31.12.2025 |

| STRATEGIC GOALS | STRATEGIC ACTION | MEASURED RESULTS | RESPONSIBLE UNIT | TIMING | |
|--|--|--|---|-------------|-------------|
| | | | | from | till |
| | 1.4.6. Building partnerships, promoting cooperation and professional exchanges between the CEC Center for Electoral Training, other national training centers and training units in international EMBs | 1.4.6.1. Signed memorandums of cooperation with several national training centers and training units in international EMBs | 1) Center for Electoral Training 2) Department for International Cooperation | 01.01. 2021 | 31.12. 2025 |
| | 1.4.7. Establishing mechanisms for receiving international technical assistance to support performance of the CEC Center for Electoral Training | 1.4.7.1. Created a road-map to receive international assistance for supporting the CEC Center for Electoral Training | 1) Head of the CEC Secretariat 2) Heads of the structural units in the CEC Secretariat 3) Center for Electoral Training | 01.01. 2021 | 15.06. 2025 |
| 1.5. Developing and implementing CEC communication strategy | 1.5.1. Developing the CEC communication strategy | "1.5.1.1. Conducted analysis of the communication systems - between the structural units of the CEC; - between the CEC and DEC's; - between the CEC and the TEC's; - between the CEC and other electoral stakeholders" | 1) CEC members 2) Head of the CEC Secretariat 3) Heads of Structural Units in the CEC Secretariat | 15.06. 2020 | 15.08. 2020 |
| | 1.5.2. Implementing CEC communication strategy | 1.5.2.1. Approved CEC communication strategy | 1) CEC members 2) Head of the CEC Secretariat 3) Heads of the Structural Units in the CEC Secretariat | 15.06. 2020 | 15.08. 2020 |
| | | 1.5.2.2. Enhanced communication between the CEC structural units | 1) CEC members 2) Head of the CEC Secretariat 3) Heads of the structural units in the CEC Secretariat | 15.08. 2020 | 31.12. 2025 |
| | | 1.5.2.3. Developed crisis communication plan | "1) CEC members 2) Head of the CEC Secretariat 3) Heads of Structural Units in the CEC Secretariat" | 15.08. 2020 | 31.12. 2020 |
| 1.6. Enhancing CEC physical infrastructure and resources to ensure high level of election administration | 1.6.1. Defining required level of CEC capacity in logistics and resources to conduct elections | 1.6.1.1. Conducted audit of the CEC physical infrastructure and resources | 1) Department for Monitoring of the Use of Funds 2) Office of Economic and Logistical Support | 01.01. 2021 | 01.03. 2021 |

| STRATEGIC GOALS | STRATEGIC ACTION | MEASURED RESULTS | RESPONSIBLE UNIT | TIMING | |
|--|--|--|---|------------|------------|
| | | | | from | till |
| | | 1.6.1.2. Conducted staff survey to identify requirements for logistics support and resources to complete assigned tasks | 1) Office of Economic and Logistical Support | 01.01.2021 | 01.03.2021 |
| | | 1.6.2.3. Developing a yearly annual procurement plan for purchasing goods and services to ensure CEC compliance with tasks and obligations | 1) Department for Master Planning and Financing 2) Department for Financial Accounting and Reporting 3) Office of Economic and Logistical Support 4) Office for Protection of Information and Administration of the Register's Systems | 01.03.2021 | 31.05.2025 |
| | 1.6.2. Providing the required resource level to ensure elections administration up to the highest standards | 1.6.2.1. Annual purchasing of the required goods and services under the approved procurement plan | 1) Department for Master Planning and Financing 2) Department for Financial Accounting and Reporting 3) Office of Economic and Logistical Support | 01.01.2021 | 31.12.2025 |
| | 1.6.3. Conducting internal cost-efficiency analysis of CEC elections administration | 1.6.3.1. Conducted comparative audit of the Commission's needs versus spending | 1) CEC members 2) Head of the CEC Secretariat 3) Heads of Structural Units in the CEC Secretariat 4) Department for Internal Audit at the CEC Secretariat | 01.07.2020 | 31.12.2020 |
| | 1.6.4. Identifying CEC sequenced funding needs | 1.6.4.1. Introduced a yearly analysis of CEC future needs to enhance the Commission's physical infrastructure and resources | 1) CEC members 2) Heads of the CEC Secretariat and the SRV Administrator's Office 3) Heads of Structural Units in the CEC Secretariat 4) Department for Master Planning and Financing | 01.07.2020 | 31.12.2025 |
| | 1.6.5. Exploring the possibility to provide the CEC with its own building | 1.6.5.1. Considered a plan of action to provide the CEC with its own building | 1) CEC members 2) Head of the CEC Secretariat 3) Heads of the Structural Units in the CEC Secretariat 4) Office of Economic and Logistical Support | 01.01.2021 | 31.12.2025 |
| | | 1.6.5.2. Defined a funding mechanism for providing the CEC with its own building | 1) CEC members 2) Head of the CEC Secretariat 3) Heads of Structural Units in the CEC Secretariat 4) Office of Economic and Logistical Support | 01.01.2021 | 31.12.2025 |
| 1.7. Professionalization of election commissions | 1.7.1. Developing and maintaining a register comprising members of district, territorial and precinct election commissions | 1.7.1.1. Developed the concept for establishing a register comprising members of district, territorial and precinct election commissions | 1) Office of Informatization 2) Heads of the structural units at the CEC regional and local branches 3) Heads of the structural units of the CEC Secretariat and the SRV Administrator's Office 4) Center for Electoral Training | 01.01.2021 | 01.03.2021 |

| STRATEGIC GOALS | STRATEGIC ACTION | MEASURED RESULTS | RESPONSIBLE UNIT | TIMING | |
|--|---|---|---|-------------|-------------|
| | | | | from | till |
| | | 1.7.1.2. Established the register comprising the members of district, territorial and precinct election commissions | 1) Office of Informatization 2) Heads of Structural Units at the CEC regional and local branches 3) Heads of Structural Units of the CEC Secretariat and the SRV Administrator's Office 4) Center for Electoral Training | 01.03. 2021 | 31.12. 2021 |
| | | 1.7.1.3. Maintaining register comprising members of district, territorial and precinct election commissions | 1) Office of Informatization 2) Heads of Structural Units at the CEC regional and local branches 3) Heads of the Structural Units of the CEC Secretariat and the SRV Administrator's Office 4) Center for Electoral Training | 01.01. 2022 | 31.12. 2025 |
| | 1.7.2. Developing and implementing training programs and courses, including distance learning, targeting members of election commissions at multiple levels | 1.7.2.1. Established training system to provide professional offline and online training for members of election commissions at multiple levels | 1) CEC members 2) Center for Electoral Training 3) Office of Legal Support 4) Office of Organizational and Methodological Work 5) Head of the SRV Administrator's Office | 01.01. 2021 | 31.12. 2025 |
| | | 1.7.2.2. Introduced annual plan of providing members of election commissions at multiple levels with professional training | 1) CEC members 2) Center for Electoral Training | 01.01. 2021 | 01.06. 2025 |
| | | 1.7.2.3. Providing ongoing training to members of election commissions at multiple levels under the annual plan of activities | 1) CEC members 2) Center for Electoral Training | 01.01. 2021 | 31.12. 2025 |
| | 1.7.3. Establishing a system for certifying election commissions' members | 1.7.3.1. Developed concept for certifying election commissions' members | 1) CEC members 2) Center for Electoral Training 3) Office of Legal Support 4) Office of Informatization | 01.09. 2021 | 01.03. 2022 |
| | | 1.7.3.2. Introducing a system for certifying election commissioners | 1) CEC members 2) Center for Electoral Training 3) Office of Legal Support 4) Office of Informatization | 01.03. 2022 | 31.12. 2025 |
| 1.8. Streamlining and optimizing CEC regulations | 1.8.1. Bringing CEC regulations into line with electoral legislation and the Commission's tasks and goals | 1.8.1.1. Established a list of CEC regulations requiring an update or revocation | 1) CEC members 2) Heads of the CEC Secretariat and the SRV Administrator's Office 3) Heads of Structural Units of the CEC Secretariat and the SRV Administrator's Office | 15.06. 2020 | 30.06. 2020 |

| STRATEGIC GOALS | STRATEGIC ACTION | MEASURED RESULTS | RESPONSIBLE UNIT | TIMING | |
|-----------------|------------------|---|--|-------------|-------------|
| | | | | from | till |
| | | 1.8.1.2. All CEC regulations have been brought in line with the current electoral legislation | 1) CEC members 2) Heads of the CEC Secretariat and the SRV Administrator's Office 3) Heads of Structural Units of the CEC Secretariat and the SRV Administrator's Office | 15.06. 2020 | 31.12. 2025 |
| | | 1.8.1.3. Adopted CEC acts corresponding to Commission's tasks and goals | 1) CEC members 2) Heads of the CEC Secretariat and the SRV Administrator's Office 3) Heads of Structural Units of the CEC Secretariat and the SRV Administrator's Office | 15.06. 2020 | 31.12. 2025 |



QUALITY AND TRANSPARENCY

| STRATEGIC GOALS | STRATEGIC ACTION | MEASURED RESULTS | RESPONSIBLE UNIT | TIMING | |
|--|---|---|---|-------------|-------------|
| | | | | from | till |
| 2.1. Expanding information support channels for the stakeholders | 2.1.1. Expanding the CEC website with additional chapters for local and regional branches | 2.1.1.1. Maintain new chapters of the CEC website and provide information about local and regional activities | 1) Office of Informatization 2) Heads of Structural Units of the CEC Secretariat and the SRV Administrator's Office 3) Heads of Structural Units at the CEC regional and local branches | 01.01. 2021 | 31.12. 2025 |
| | 2.1.2. Expanding the CEC and SRV websites with additional chapters for multiple stakeholders (voters, candidates, political parties and CSOs) | 2.1.2.1. Maintaining the FAQ section for multiple stakeholders use, including voters, candidates, political parties and CSOs | 1) Office of Informatization 2) Office of Organizational and Methodological Work | 01.08. 2020 | 31.12. 2025 |
| | | 2.1.2.2. Maintain an electoral calendar section providing an integrated timetable of all events | 1) Office of Informatization 2) Office of Organizational and Methodological Work | 01.08. 2020 | 31.12. 2025 |
| | | 2.1.2.3. Maintain the international cooperation section for essential information to the CEC's international partners | 1) Office of Informatization 2) Department for International Cooperation 3) Heads of the Structural Units of the CEC Secretariat and the SRV Administrator's Office | 01.08. 2020 | 31.12. 2025 |
| | 2.1.3. Enhancing the CEC website with a modern and user-friendly retrieval system | 2.1.3.1. Developed an enhanced and user-friendly retrieval system for the CEC website enabling quick search for CEC documents | 1) Office of Informatization | 15.06. 2020 | 01.12. 2021 |

| STRATEGIC GOALS | STRATEGIC ACTION | MEASURED RESULTS | RESPONSIBLE UNIT | TIMING | |
|-----------------|--|--|--|------------|------------|
| | | | | from | till |
| | 2.1.4. Providing stakeholders with the new communication channels | 2.1.4.1. Defined and developed the two most effective communication channels for various target audiences | 1) Office of Informatization 2) Public Relations Department | 15.06.2020 | 31.12.2020 |
| | | 2.1.4.2. Maintain established, advanced communication channels | 1) Office of Informatization 2) Public Relations Department | 15.06.2020 | 31.12.2025 |
| | | 2.1.4.3. Ensured feedback from target audiences | 1) Office of Informatization 2) Public Relations Department | 15.06.2020 | 31.12.2025 |
| | 2.1.5. Enhancing online services provided via the "Voter Account" in the SRV AITC system | 2.1.5.1. Developed regulations to expand the online services provided via the "Voter Account" subsystem in the SRV AITC | 1) Office for Protection of Information and Administration of the SRV's Systems 2) Office of Legal Support for the SRV | 15.06.2020 | 31.12.2020 |
| | | 2.1.5.2. Developed and established additional online-services provided via the "Voter Account" subsystem in the SRV AITC. Changing the voting address, voter registration in the SRV and request for personal data verification in the SRV | 1) Office for Protection of Information and Administration of the SRV's Systems 2) Office of Legal Support for the SRV 3) Office of Engineering and Software Support for the Operation of the SRV 4) Office for Protection of Information and Administration of the SRV's Systems | 15.06.2020 | 31.12.2020 |
| | 2.1.6. Integrating the SRV AITC with other government data management systems | 2.1.6.1. Considered integration of the SRV AITC with the state "Trembita" system for electronic interagency communication | 1) Office of Legal Support for the SRV | 15.06.2020 | 31.12.2021 |
| | | 2.1.6.2. Registration of CEC digital information assets in the State USR register -- in the event of integrating the SRV AITC with the "Trembita" system | 1) Office of Legal Support for the SRV | 15.06.2020 | 31.12.2021 |
| | | 2.1.6.3. Provided system configuration and parameter setting for system integration in the event of a decision made to integrate the SRV AITC with the "Trembita" system | 1) Office of Engineering and Software Support for the Operation of the SRV 2) Office for Protection of Information and Administration of the SRV's Systems | 15.06.2020 | 31.12.2021 |
| | | 2.1.6.4. The CEC, Ministry of Justice and the State Migration Service agreed on data exchange in the event of a decision made to integrate the SRV AITC with the "Trembita" system | 1) Office of Legal Support for the SRV | 15.06.2020 | 31.12.2021 |

| STRATEGIC GOALS | STRATEGIC ACTION | MEASURED RESULTS | RESPONSIBLE UNIT | TIMING | |
|--|--|---|--|------------|------------|
| | | | | from | till |
| | | 2.1.6.5. Developed and implemented data exchange with the state information resources sub-system in the SRV AITC in the event of a decision made to integrate the SRV AITC with the "Trembita" system | 1)Office of Engineering and Software Support for the Operation of the SRV 2) Office for Protection of Information and Administration of the SRV's Systems | 15.06.2020 | 31.12.2021 |
| | | 2.1.6.6. The CEC considered information exchange with the Ministry of Digital Transformation and its "Diya" system | 1) Office of Legal Support for the SRV | 15.06.2020 | 31.12.2021 |
| | | 2.1.6.7. Developed and established information exchange between the "Diya" system and the SRV AITC depending on the considered value of data exchange between the systems) | 1)Office of Engineering and Software Support for the Operation of the SRV 2) Office for Protection of Information and Administration of the SRV's Systems | 15.06.2020 | 31.12.2021 |
| | 2.1.7. Creating accounts for electoral stakeholders, including political parties, members of election commissions, candidates and official observers | 2.1.7.1. Concluded agreement with the State Service for Special Communication and Information Protection on securing data in the "Vybory" information analysis system | 1) CEC members 2) Head of the CEC Secretariat 3) Office of Informatization | 01.01.2021 | 31.12.2024 |
| | | 2.1.7.2. Created special accounts for electoral stakeholders, including political parties, members of election commissions, candidates and official observers | 1) CEC members 2) Office of Informatization 3) Heads of the Structural Units of the CEC Secretariat and the SRV Administrator's Office | 01.01.2021 | 31.12.2024 |
| 2.2. Using open data sets as an innovative method of releasing electoral information | 2.2.1. Introducing the CEC open data policy | 2.2.1.1. Elaborated the CEC open data policy | 1) CEC members 2) Heads of the CEC Secretariat and the SRV Administrator's Office 3) Heads of the Structural Units of the CEC Secretariat and the SRV Administrator's Office | 15.06.2020 | 31.12.2020 |
| | 2.2.2. Defining new or modified data sets | 2.2.2.1. Developed recommendations and approved the amended list of the CEC data sets in the open data format | 1) Office of Legal Support 2) Office of Legal Support for the SRV | 15.06.2020 | 31.12.2020 |
| | 2.2.3. Developing and implementing informational systems and sub-systems to create and release open data sets | 2.2.3.1. Secured and sustained uninterrupted functioning of informational systems and sub-systems to create and release open data sets | 1) Office of Informatization 2)Office of Engineering and Software Support for the Operation of the SRV | 01.01.2021 | 31.12.2025 |

| STRATEGIC GOALS | STRATEGIC ACTION | MEASURED RESULTS | RESPONSIBLE UNIT | TIMING | |
|--|--|---|--|-------------|-------------|
| | | | | from | till |
| 2.3. CEC performance review and institutional assessment | 2.3.1. Introducing release of CEC annual reports for public discussion | 2.3.1.1. Developed and released CEC annual reports and conducted transparent discussion of the Commission's performance results | 1) CEC members 2) Heads of the CEC Secretariat and the SRV Administrator's Office 3) Heads of Structured Units of the CEC Secretariat and the SRV Administrator's Office | 01.12. 2020 | 31.12. 2025 |
| | 2.3.2. Considering an audit of the SRV AITC | 2.3.2.1. Analyzed the possibility to audit the SRV AITC | 1) CEC members 2) Head of the SRV Administrator's Office | 01.01. 2023 | 01.12. 2023 |

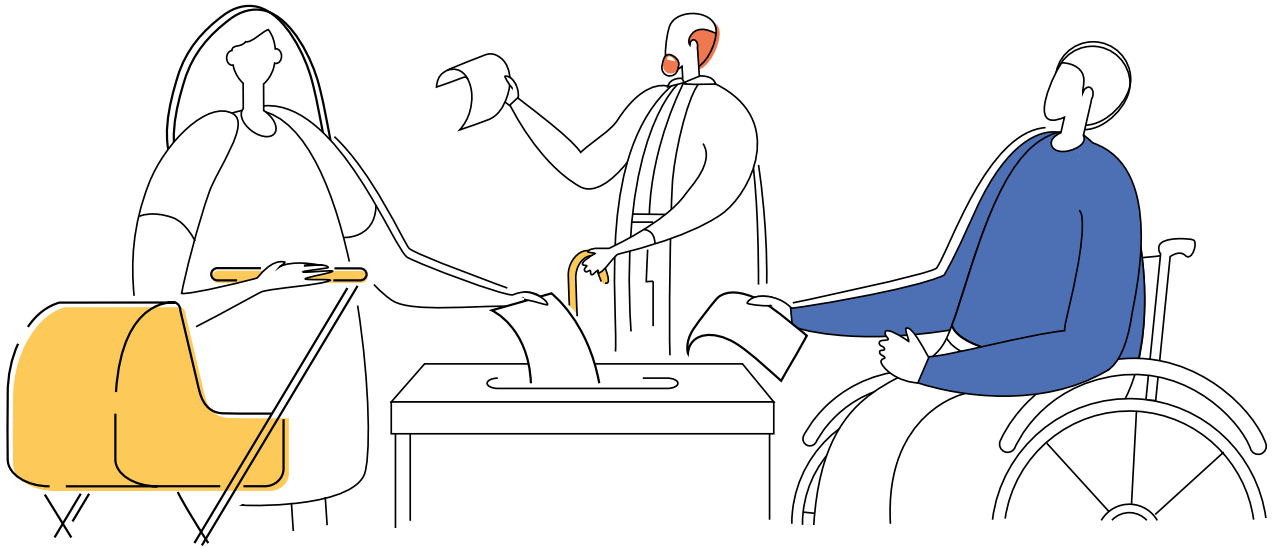


ELECTORAL EDUCATION

| STRATEGIC GOALS | STRATEGIC ACTION | MEASURED RESULTS | RESPONSIBLE UNIT | TIMING | |
|---|--|--|---|------------|------------|
| | | | | from | till |
| 3.1. Fostering electoral culture | 3.1.1. Developing civic education and voter awareness online coursework to promote electoral rights and civil freedoms | 3.1.1.1. Developed and implemented civic education and voter awareness online coursework | 1) Office of Organizational and Methodological Work 2) Office of Informatization 3) Center for Electoral Training | 15.06.2020 | 01.06.2021 |
| | | 3.1.1.2. Maintain civic education and voter awareness online coursework | 1) Office of Organizational and Methodological Work 2) Office of Informatization 3) Center for Electoral Training | 15.06.2020 | 31.12.2025 |
| 3.1.2. Enhancing voter awareness of elections | 3.1.2.1. Developed and introduced the chatbot app for multiple messengers | 3.1.2.1. Developed and introduced the chatbot app for multiple messengers | 1) Office of Organizational and Methodological Work 2) Office of Informatization 3) Center for Electoral Training | 15.06.2020 | 31.12.2025 |
| | | 3.1.2.2. Using the CEC communication channels to distribute voter awareness materials | 1) Office of Organizational and Methodological Work 2) Office of Informatization 3) Center for Electoral Training | 15.06.2020 | 01.06.2021 |
| | | 3.1.2.3. Developed public service announcements for voters | 1) Office of Organizational and Methodological Work 2) Center for Electoral Training | 15.06.2020 | 31.12.2025 |
| | | 3.1.2.4. Developed the concept and implemented the "Elections Museum" offline project | 1) Office of Organizational and Methodological Work 2) Center for Electoral Training 3) Department for Printing and Publication | 01.01.2021 | 01.01.2022 |

| STRATEGIC GOALS | STRATEGIC ACTION | MEASURED RESULTS | RESPONSIBLE UNIT | TIMING | |
|---|---|--|---|------------|------------|
| | | | | from | till |
| | | 3.1.2.5. Involved opinion leaders, bloggers, and well-known people from professional fields to participate in civic education projects | 1) Public Relations Department 2) Center for Electoral Training | 15.06.2020 | 31.12.2025 |
| | 3.1.3. Developing the "My First Vote" project to foster electoral culture among young voters | 3.1.3.1. Developed a program of awareness for high school students, including topical quizzes, school elections and study tours in the CEC | 1) Office of Organizational and Methodological Work 2) Center for Electoral Training | 01.06.2021 | 31.12.2021 |
| | | 3.1.3.2. Developed and released interactive election game | 1) Office of Organizational and Methodological Work 2) Center for Electoral Training | 01.06.2021 | 01.06.2022 |
| | | 3.1.3.3. Developed and distributed extracurricular and tutorial materials for all age groups | 1) Department for Printing and Publication 2) Office of Organizational and Methodological Work 3) Center for Electoral Training | 01.09.2021 | 31.12.2025 |
| | | 3.1.3.4. Provided support to the "Electoral Law School" project | 1) Office of Organizational and Methodological Work 2) Center for Electoral Training | 01.03.2021 | 31.12.2025 |
| 3.2. Improving quality of resources and conditions to provide professional training to EMBs and implement awareness campaigns targeting multiple stakeholders | 3.2.1. Establishing a database of trainers and a roster of experts in electoral law and referenda for election commissioners and other stakeholders | 3.2.1.1. Developed structure for a database of trainers and a roster of experts in electoral law referenda for election commissioners and other stakeholders | 1) Office of Organizational and Methodological Work 2) Office of Informatization 3) Center for Electoral Training | 01.06.2021 | 31.12.2021 |
| | | 3.2.1.2. Established a mechanism to populate a database with information on trainers and a roster of experts on electoral law and referenda to election commissioners and other stakeholders | 1) Office of Organizational and Methodological Work 2) Center for Electoral Training | 01.01.2022 | 01.06.2022 |
| | | 3.2.1.3. Maintain a database of trainers and a roster of experts in electoral law and referenda for election commissioners and other stakeholders | 1) Office of Organizational and Methodological Work 2) Center for Electoral Training | 01.06.2022 | 31.12.2025 |
| | 3.2.2. Developing certification for trainers for electoral commissioners | 3.2.2.1. Developed certification for trainers for electoral commissioners | 1) Office of Organizational and Methodological Work 2) Office of Legal Support 2) Center for Electoral Training | 01.09.2021 | 01.03.2022 |
| | | 3.2.2.2. Introduced certification for trainers for election commissioners | 1) Office of Organizational and Methodological Work 2) Center for Electoral Training | 01.01.2023 | 31.12.2025 |

| STRATEGIC GOALS | STRATEGIC ACTION | MEASURED RESULTS | RESPONSIBLE UNIT | TIMING | |
|--|--|---|---|------------|------------|
| | | | | from | till |
| | 3.2.3. Establishing an accessible mock polling station at the CEC | 3.2.3.1. Developed and established an accessible mock polling station at the CEC | 1) Office of Organizational and Methodological Work 2) Center for Electoral Training | 01.01.2022 | 31.12.2022 |
| | | 3.2.3.2. Maintain an accessible mock polling station at the CEC | 1) Office of Organizational and Methodological Work 2) Center for Electoral Training | 01.01.2023 | 31.12.2025 |
| 3.3. Providing advisory and information support to political parties, candidates, CSOs and journalists on organizing and administering elections | 3.3.1. Training of trainers for observers, political parties and journalists | 3.3.1.1. Defined primary areas of training for specific audiences; developed program and courses for different categories of trainers | 1) Office of Organizational and Methodological Work 2) Center for Electoral Training | 01.01.2022 | 31.12.2022 |
| | | 3.3.1.2. Implemented training of trainers through developed programs and courses | 1) Office of Organizational and Methodological Work 2) Center for Electoral Training | 01.01.2022 | 31.12.2025 |
| | 3.3.2. Preparing and conducting training and awareness events for all stakeholders | 3.3.2.1. Defined primary fields of training for specific audiences and developed programs and courses for different stakeholders | 1) Office of Organizational and Methodological Work 2) Center for Electoral Training | 01.01.2022 | 31.12.2022 |
| | | 3.3.2.2. Conducted training for multiple audiences through programs and courses | 1) Office of Organizational and Methodological Work 2) Center for Electoral Training | 01.01.2023 | 31.12.2025 |
| | | 3.3.2.3. Introduced monitoring and evaluation of training programs and course-learning results | 1) Office of Organizational and Methodological Work 2) Center for Electoral Training | 01.01.2023 | 31.12.2025 |

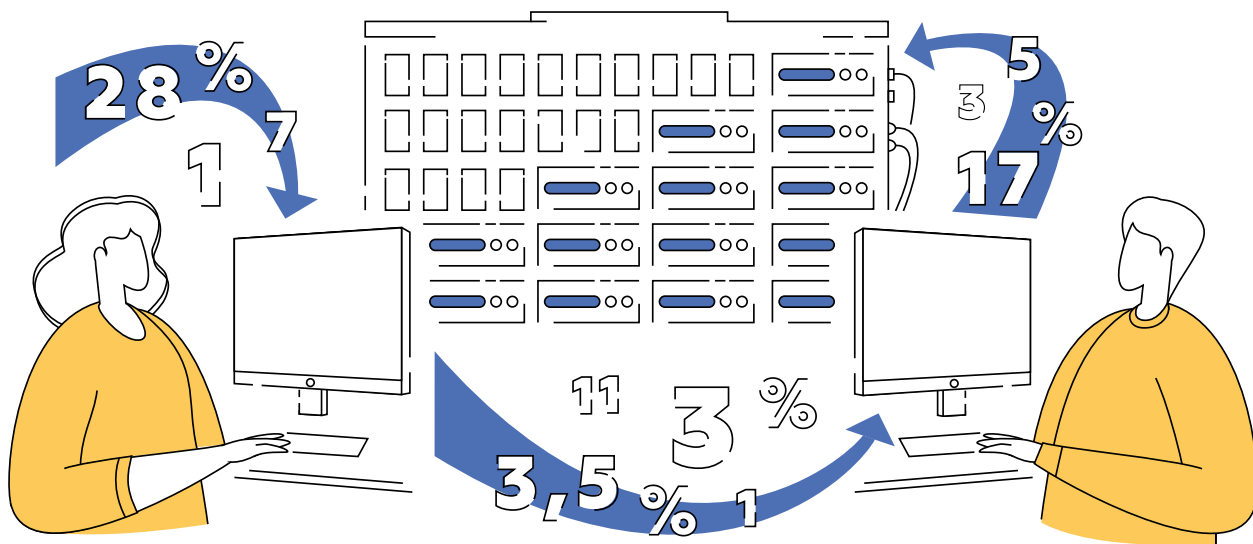


INCLUSIVENESS

| STRATEGIC GOALS | STRATEGIC ACTION | MEASURED RESULTS | RESPONSIBLE UNIT | TIMING | |
|--|---|--|---|------------|------------|
| | | | | from | till |
| 4.1. Ensuring inclusive elections and removing barriers hampering citizens' electoral rights | 4.1.1. Enhancing legal framework to ensure an accessible electoral process | 4.1.1.1. Developed recommendations on amending the law to make the electoral process more accessible for voters, including for people with disabilities in cooperation with professional civic organizations | 1) Office of Legal Support 2) Office of Organizational and Methodological Work | 15.06.2020 | 31.12.2025 |
| | | 4.1.1.2. Developed procedures providing for reasonable requirements to polling station accessibility, including recommendations to precinct election commissions on developing and placing electoral materials in a format to meet special voters' needs | 1) Office of Legal Support 2) Office of Organizational and Methodological Work | 15.06.2020 | 01.07.2020 |
| | | 4.1.1.3. Developed online procedure for notifying the SRV and election commissions regarding a voter's wish to vote at a polling station | 1) Office of Legal Support 2) Head of the SRV Administrator's Office | 15.06.2020 | 30.08.2020 |
| | 4.1.2. Enhancing accessibility of the CEC and SRV websites, including the mobile phone version, for people with visual impairment | 4.1.2.1. Filled gaps in the CEC website functions, including for mobile phones, to meet visually-impaired people's needs | 1) Office of Informatization | 15.06.2020 | 31.12.2021 |

| STRATEGIC GOALS | STRATEGIC ACTION | MEASURED RESULTS | RESPONSIBLE UNIT | TIMING | |
|-----------------|---|---|--|------------|------------|
| | | | | from | till |
| | | 4.1.2.2. The SRV website, including the section for mobile phones, is adapted to the needs of people with visual impairment | 1) Head of the SRV Administrator's Office | 15.06.2020 | 31.12.2021 |
| | 4.1.3. Facilitating access to election information for people with disabilities and low-mobility people | 4.1.3.1. Studied best practices of providing people with disabilities with electoral information, including e-services introduced in a Ukrainian context | 1) Office of Legal Support 2) Office of Organizational and Methodological Work 3) Office of Informatization 4) Head of the SRV Administrator's Office | 15.06.2020 | 31.12.2020 |
| | | 4.1.3.2. Developed and tested new information channels and apps for people with disabilities and low-mobility people -- as applicable in a Ukrainian context | 1) Office of Legal Support 2) Office of Organizational and Methodological Work 3) Office of Informatization 4) Head of the SRV Administrator's Office | 01.08.2020 | 31.12.2021 |
| | | 4.1.3.3. Introduced measures for reducing barriers to electoral information for people with disabilities and low-mobility people | 1) Office of Legal Support 2) Office of Organizational and Methodological Work 3) Office of Informatization 4) Head of the SRV Administrator's Office | 01.11.2022 | 31.12.2025 |
| | | 4.1.3.4. Considered technical and financial capacity of the Commission to provide titration and sign language translation of CEC meetings conducted during national and local elections | 1) Office of Legal Support 2) Office of Organizational and Methodological Work 3) Office of Informatization | 01.10.2020 | 15.04.2021 |
| | | 4.1.3.5. Considered an audit of architectural accessibility of election commissions' premises, polling stations and territorial SRV offices on the SRV website | 1) Office of Legal Support 2) Office of Organizational and Methodological Work 3) Office of Informatization 4) Head of the SRV Administrator's Office | 15.06.2020 | 31.12.2021 |
| | 4.1.4. Facilitating with local self-government the process of arranging a polling station in line with norms of accessibility | 4.1.4.1. Conducting regular workshops and raising awareness among representatives of local governments on the importance of inclusive elections, including accessible polling stations | 1) Office of Organizational and Methodological Work | 01.08.2020 | 31.12.2025 |
| | 4.1.5. Attaining architectural accessibility of the CEC premises | 4.1.5.1. Ground floor, or lobby, of the building where CEC premises are located is furnished with a ramp | 1) Office of Economic and Logistical Support 2) Office of Informatization | 15.06.2020 | 31.12.2021 |
| | | 4.1.5.2. Refurbishment of all toilets, meeting rooms, common places and offices on each floor where CEC premises are located to meet accessible "barrier-free" standards | 1) Office of Economic and Logistical Support 2) Office of Informatization | 15.06.2020 | 31.12.2025 |

| STRATEGIC GOALS | STRATEGIC ACTION | MEASURED RESULTS | RESPONSIBLE UNIT | TIMING | |
|--|--|--|--|------------|------------|
| | | | | from | till |
| | 4.1.6. Commission research to identify required measures for ensuring and increasing inclusiveness of political and electoral processes in Ukraine | 4.1.6.1. Conducted study and identified required measures for ensuring and increasing inclusiveness of political and electoral processes in Ukraine | 1) CEC members 2) Heads of the structural units of the CEC Secretariat and the SRV Administrator's Office | 01.01.2021 | 31.12.2025 |
| 4.2. Integrating gender into election administration | 4.2.1. Facilitating dialog between the political parties and gender CSOs | 4.2.1.1. Under CEC auspices, conducting a series of annual discussions on promoting gender equality with participation of political parties and NGOs | 1) Public Relations Department 2) Department for International Cooperation | 01.01.2021 | 01.12.2025 |
| | 4.2.2. Disseminating information on gender statistics about candidates and members of election commissions, disaggregated by managerial positions | 4.2.2.1. Published statistics on gender makeup of members of election commissions, disaggregated by managerial positions), on the CEC website | 1) Office of Informatization 2) Head of the SRV Administrator's Office 3) Office of Organizational and Methodological Work | 01.01.2021 | 01.12.2025 |
| | | 4.2.2.2. Published statistics on the gender makeup of registered candidates in national elections on the CEC website | 1) Office of Informatization 2) Head of the SRV Administrator's Office 3) Office of Organizational and Methodological Work | 01.01.2021 | 01.12.2025 |



TECHNOLOGICAL MODERNIZATION

| STRATEGIC GOALS | STRATEGIC ACTION | MEASURED RESULTS | RESPONSIBLE UNIT | TIMING | |
|--|---|--|---|-------------|-------------|
| | | | | from | till |
| 5.1. Introducing new technologies in elections | 5.1.1. Feasibility study on introducing modern technologies in the electoral process; testing and implementing the practices that have been identified as successful by experts | 5.1.1.1. Studied best practices of new technologies used in elections and identified as the best available methodologies for Ukraine | 1) Office of Legal Support 2) Office of Organizational and Methodological Work | 30.07. 2020 | 31.12. 2025 |
| | | 5.1.1.2. Developed and tested selected technologies for voting, vote counting and establishing election results | 1) Office of Legal Support 2) Office of Organizational and Methodological Work | 01.09. 2020 | 31.12. 2025 |
| | | 5.1.1.3. Introduced successfully-tested technologies for voting, vote counting and establishing election results | 1) CEC members 2) Office of Legal Support 3) Office of Organizational and Methodological Work | 01.01. 2022 | 31.12. 2025 |
| «5.1.2. Introducing digital services for submission of documents to election commissions | 5.1.2.1. Developed a system for submitting candidates' registration documents in electronic format | 5.1.2.1. Developed a system for submitting candidates' registration documents in electronic format | 1) Office of Legal Support 2) Office of Organizational and Methodological Work 3) Office of Informatization | 01.01. 2021 | 31.12. 2025 |
| | | 5.1.2.2. Developed a system for submitting candidates for election commissions via e-application | 1) Office of Legal Support 2) Office of Organizational and Methodological Work 3) Office of Informatization | 01.01. 2021 | 31.12. 2025 |

| STRATEGIC GOALS | STRATEGIC ACTION | MEASURED RESULTS | RESPONSIBLE UNIT | TIMING | |
|-----------------|---|---|---|------------|------------|
| | | | | from | till |
| | | 5.1.2.3. Developed a system for providing documents required for registration of international observers, authorized agents and trustees in national elections in electronic format | 1) Office of Legal Support 2) Office of Organizational and Methodological Work 3) Office of Informatization | 01.01.2021 | 31.12.2025 |
| | | 5.1.2.4. Introduced a system for reporting and handling grievances, including statistical data, on considered complaints | 1) Office of Legal Support 2) Office of Organizational and Methodological Work 3) Office of Informatization | 01.01.2021 | 31.12.2025 |
| | 5.1.3. Feasibility study on introducing electronic identification and verification of voters at polling stations; implementing good practices | 5.1.3.1. Studied best global practices of introducing electronic voters' identification and verification at polling stations; identified best available methods for Ukraine | 1) Office of Informatization, 2) Head of the SRV Administrator's Office 3) Office of Organizational and Methodological Work | 01.01.2021 | 31.12.2025 |
| | | 5.1.3.2. Conducted a pilot study of automatic voter identification and verification at the polling stations, taking into account best global practice analysis | 1) Head of the SRV Administrator's Office 2) Office of Informatization 3) Office of Organizational and Methodological Work | 01.01.2021 | 31.12.2025 |
| | | 5.1.3.3. Introduced a system for automatic voter identification and verification at polling stations, assuming successful acceptance testing | 1) Head of the SRV Administrator's Office 2) Office of Informatization 3) Office of Organizational and Methodological Work | 01.01.2021 | 31.12.2025 |
| | 5.1.4. Expanding online services provided by the unified information and analytical system (UIAS) "Vybory" to easing election administration | 5.1.4.1. Established the DEC online account (cabinet) in the "Vybory" UIAS | 1) Office of Legal Support 2) Office of Organizational and Methodological Work 3) Office of Informatization | 01.01.2021 | 31.12.2025 |
| | | 5.1.4.2. Established the PEC online account (cabinet) in the "Vybory" UIAS | 1) Office of Legal Support 2) Office of Organizational and Methodological Work 3) Office of Informatization | 01.01.2021 | 31.12.2025 |
| | | 5.1.4.3. Established the TEC online account (cabinet) in the "Vybory" UIAS | 1) Office of Legal Support 2) Office of Organizational and Methodological Work 3) Office of Informatization | 01.01.2021 | 31.12.2025 |
| | 5.1.5. Enhancing "Vybory" UIAS for local elections purposes | 5.1.5.1. Expanded "Vybory" UIAS for local elections purposes | 1) Office of Legal Support 2) Office of Organizational and Methodological Work 3) Office of Informatization | 01.09.2020 | 31.12.2025 |

| STRATEGIC GOALS | STRATEGIC ACTION | MEASURED RESULTS | RESPONSIBLE UNIT | TIMING | |
|---|---|---|--|------------|------------|
| | | | | from | till |
| 5.2. Computerization of the CEC Secretariat and the SRV Administrator's Office; enhancing a range of digital services | 5.2.1. Introducing an electronic document management system (EDMS) | 5.2.1.1. Established the EDSM at the Commission | "1) Office of Legal Support 2) Office of Procedural Support for the Activities of the Commission 3) Office of Informatization" | 01.09.2020 | 31.12.2021 |
| | 5.2.2. Introducing the concept of a digital lists of voters | 5.2.2.1. Conducted feasibility study on implementing a digital lists of voters | 1) Office of Informatization 2) Head of the SRV Administrator's Office 3) Office of Organizational and Methodological Work | 15.06.2020 | 31.12.2025 |
| | | 5.2.2.2. Conducted a pilot study with testing of a system of digital lists of voters, assuming it was considered feasible | 1) Office of Informatization 2) Head of the SRV Administrator's Office 3) Office of Organizational and Methodological Work | 15.06.2020 | 31.12.2025 |
| | | 5.2.2.3. Adopted legal regulations governing digital lists of voters with the system's implementation, assuming successful acceptance testing | 1) Office of Informatization 2) Head of the SRV Administrator's Office 3) Office of Organizational and Methodological Work | 15.06.2020 | 31.12.2025 |
| | 5.2.3. Introducing remote participation by CEC members in the Commission meetings by electronic communication | 5.2.3.1. Deployed software enabling CEC members to vote remotely in Commission meetings by communication | 1) Office of Informatization | 15.06.2020 | 31.12.2021 |
| | | | | | |
| | 5.2.5. Upgrading the "Records on Periodic Updating of the Personal Data held in the Register" subsystem as a part of the AITC SRV | 5.2.4.2. Developed and implemented "Overseeing the SRV Maintenance by Political Parties" subsystem in the AITC SRV | 1) CEC members 2) Head of the SRV Administrator's Office" | 15.06.2020 | 31.12.2020 |
| | | | | | |

| STRATEGIC GOALS | STRATEGIC ACTION | MEASURED RESULTS | RESPONSIBLE UNIT | TIMING | |
|----------------------------------|--|--|---|------------|------------|
| | | | | from | till |
| | | 5.2.5.2. Implemented the upgraded "Record of Personal Data Processing Activities" subsystem of the AITC SRV | 1) CEC members 2) Head of the SRV Administrator's Office | 15.06.2020 | 31.12.2021 |
| | 5.2.6. Upgrading the SRV 's "Maintenance of the Register's Directories and Classifiers" subsystem as it relates to the administrative and territorial structure of Ukraine | 5.2.6.1. Developed regulations governing the "Maintenance of the Register's Directories and Classifiers" subsystem in the AITC SRV | 1) CEC members 2) Head of the SRV Administrator's Office | 15.06.2020 | 31.12.2021 |
| | | 5.2.6.2. Implemented the upgraded "Maintenance of the Register's Directories and Classifiers" subsystem in the AITC SRV | 1) CEC members 2) Head of the SRV Administrator's Office | 15.06.2020 | 31.12.2021 |
| 5.3. Enhancing CEC cybersecurity | 5.3.1. Enhancing CEC abilities to protect its data integrity and secure access to services | 5.3.1.1. Upgraded multi-level backup system and services | 1) Office of Informatization | 01.09.2020 | 31.12.2025 |
| | | 5.3.1.2. Raised awareness of employees about digital threats and enhanced ability of CEC employees to counteract cyberattacks | 1) Office of Informatization 2) Head of the SRV Administrator's Office | 01.09.2020 | 31.12.2025 |
| | | 5.3.1.3. Introduced periodic technical and security audit of the CEC and SRV administrator's systems | 1) Office of Informatization 2) Head of the SRV Administrator's Office | 01.09.2020 | 31.12.2025 |



COOPERATION

| STRATEGIC GOALS | STRATEGIC ACTION | MEASURED RESULTS | RESPONSIBLE UNIT | TIMING | |
|--|--|--|---|------------|------------|
| | | | | from | till |
| 6.1. Advancing international cooperation | 6.1.1. Building partnerships with CEC international counterparts | 6.1.1.1. Established a special roster containing data on relevant international organizations, established contacts and concluded memorandums of cooperation, if required | 1) CEC members 2) Head of the CEC Secretariat 3) Department for International Cooperation | 15.06.2020 | 31.12.2025 |
| | | 6.1.1.2. Signed membership agreements with strategic international organization partner election management bodies | 1) CEC members 2) Head of the CEC Secretariat 3) Department for International Cooperation | 15.06.2020 | 31.12.2025 |
| | 6.1.2. Information exchange and participating in electoral studies | 6.1.2.1. CEC participation in electoral studies conducted by international organizations | 1) CEC members 2) Heads of the CEC Secretariat and the SRV Administrator's Office 3) Department for International Cooperation | 15.06.2020 | 31.12.2025 |
| | | 6.1.2.2. CEC active participation in roundtables, workshops and other discussions on electoral issues organized by international organizations | 1) CEC members 2) Heads of the CEC Secretariat and the SRV Administrator's Office 3) Department for International Cooperation | 15.06.2020 | 31.12.2025 |
| 6.2. Exchange of experiences with the international EMBs | 6.2.1. Conduct audit of current bilateral agreements with the international EMBs and consider strategic partnerships | 6.2.1.1. Elaborated a list of strategic international partner EMBs and concluded cooperation agreements with partner EMBs, if no cooperation agreement exists, to deepen bilateral relations | 1) CEC members 2) Heads of the CEC Secretariat and the SRV Administrator's Office 3) Department for International Cooperation | 01.07.2020 | 31.12.2025 |
| | | 6.2.1.2. Established goals and introduced the CEC annual plan of joint activities with international partner EMBs | 1) CEC members 2) Head of the CEC Secretariat 3) Department for International Cooperation | 01.10.2020 | 31.12.2025 |

| STRATEGIC GOALS | STRATEGIC ACTION | MEASURED RESULTS | RESPONSIBLE UNIT | TIMING | |
|---|--|---|---|------------|------------|
| | | | | from | till |
| | | 6.2.1.3. Introduced annual audit of bilateral agreements and joint workplans with international EMBs | 1) CEC members 2) Head of the CEC Secretariat 3) Department for International Cooperation | 01.10.2020 | 31.12.2025 |
| | 6.2.2. Introducing new policies for organizing and reporting on international working visits | 6.2.2.1. Added the unified trip reporting forms to outline results of the external working visits | 1) CEC members 2) Heads of the CEC Secretariat and the SRV Administrator's Office 3) Department for International Cooperation | 01.08.2020 | 31.12.2020 |
| | | 6.2.2.2. Conducted analysis of best global election management practices based on results of working visits abroad and subsequent implementation in Ukraine | 1) CEC members 2) Heads of the CEC Secretariat and the SRV Administrator's Office 3) Heads of Structural Units of the CEC Secretariat and the SRV Administrator's Office 4) Department for International Cooperation | 01.01.2021 | 31.12.2025 |
| | | 6.2.2.3. Introduced a rule to publish information about best international practices provided by CEC representatives in their working trip reports | 1) CEC members 2) Heads of the CEC Secretariat and the SRV Administrator's Office 3) Department for International Cooperation | 01.01.2021 | 31.12.2025 |
| | 6.2.3. Organizing study visits and exchanges with international EMBs | 6.2.3.1. Elaborated programs for international EMB representatives' study visits | 1) CEC members 2) Head of the CEC Secretariat 3) Department for International Cooperation | 01.09.2020 | 31.12.2025 |
| 6.3. Expanding interaction with professional CSOs and political parties | 6.3.1. Introducing public consultation of CEC draft regulations related to electoral rights | 6.3.1.1. Established a framework for public consultation of CEC draft regulations related to electoral rights | 1) CEC members 2) Heads of the CEC Secretariat and the SRV Administrator's Office 3) Heads of Structural Units of the CEC Secretariat and the SRV Administrator's Office | 01.07.2020 | 31.12.2025 |
| | 6.3.2. Establishing two-way communication with CSOs and political parties | 6.3.2.1. Considered and implemented optimal methods for two-way communication with professional CSOs and political parties | 1) CEC members 2) Heads of the CEC Secretariat and the SRV Administrator's Office 3) Heads of Structural Units of the CEC Secretariat and the SRV Administrator's Office | 01.09.2020 | 31.12.2025 |
| | | 6.3.2.2. Maintain a roster of professional CSOs and political parties | 1) CEC members 2) Head of the CEC Secretariat 3) Heads of the structural units in the CEC Secretariat | 15.06.2020 | 31.12.2025 |
| | | 6.3.2.3. Introduced regular open meetings with CSOs and political parties | 1) CEC members 2) Heads of the CEC Secretariat and the SRV Administrator's Office 3) Heads of Structural Units of the CEC Secretariat and the SRV Administrator's Office | 01.01.2021 | 31.12.2025 |

| STRATEGIC GOALS | STRATEGIC ACTION | MEASURED RESULTS | RESPONSIBLE UNIT | TIMING | |
|---|--|---|---|------------|------------|
| | | | | from | till |
| 6.4. Improving cooperation with public officials and representatives of local governments and organizations | 6.4.1. Providing technical advice and assistance in drafting election legislation amendments | 6.4.1.1. Developed recommendations based on analysis of election reports provided by local and international organizations | 1) CEC members 2) Heads of the CEC Secretariat and the SRV Administrator's Office 3) Heads of Structural Units of the CEC Secretariat and the SRV Administrator's Office | 01.01.2021 | 31.12.2025 |
| | | 6.4.1.2. The CEC initiated amending electoral legislation based on lessons learned from past elections | 1) CEC members 2) Heads of the CEC Secretariat and the SRV Administrator's Office 3) Heads of Structural Units of the CEC Secretariat and the SRV Administrator's Office | 15.06.2020 | 31.12.2025 |
| | | 6.4.1.3. Sustainable CEC involvement in activities related to elections and referenda initiated by other state and government authorities | 1) CEC members 2) Heads of the CEC Secretariat and the SRV Administrator's Office 3) Heads of Structural Units of the CEC Secretariat and the SRV Administrator's Office 4) Department for International Cooperation | 15.06.2020 | 31.12.2025 |
| | 6.4.2. Cooperation with the national government, local governments and CSOs in preparation and administration of elections and referenda | 6.4.2.1. Identified gaps in cooperation and provided recommendations on organizing, preparing and conducting elections and referenda for the national government, local government and CSOs | 1) CEC members 2) Heads of the CEC Secretariat and the SRV Administrator's Office 3) Heads of Structural Units of the CEC Secretariat and the SRV Administrator's Office | 01.08.2020 | 31.12.2025 |
| | | 6.4.2.2. CEC initiated establishment of interagency working groups with the national government, local government and CSOs on organizing, preparing and administering elections and referenda | 1) CEC members 2) Heads of the CEC Secretariat and the SRV Administrator's Office 3) Heads of Structural Units of the CEC Secretariat and the SRV Administrator's Office | 01.09.2020 | 31.12.2025 |

