



**UKRAINIAN
NATIONAL PLATFORM**

EASTERN PARTNERSHIP CIVIL SOCIETY FORUM

**UKRAINIAN NATIONAL PLATFORM OF THE
EASTERN PARTNERSHIP CIVIL SOCIETY FORUM
STRATEGIC DEVELOPMENT PLAN
2024-2026**

LIST OF ABBREVIATIONS

EGD – European Green Deal

EC – European Commission

EU – European Union

SC – Steering Committee

NC – National Coordinator

CSO – Civil society organisations

WG – Working Group

EaP – Eastern Partnership

AA – Association Agreement

UNP EaP CSF – Ukrainian National Platform of the Eastern Partnership Civil Society Forum

UA CSP – Ukrainian side of EU-Ukraine Civil Society Platform

EaP CSF – Eastern Partnership Civil Society Forum

CEB – Central Executive Body

SWOT analysis – abbreviation from Strengths, Weaknesses, Opportunities, Threats

PESTEL – tool used in strategic analysis that identifies an organisation's environment by analysing a set of external factors (P – political, E – economic, S – social, T – technological, E – environmental, L – legal).

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MAIN RESULTS OF THE IMPLEMENTATION OF THE UNP EaP CSF STRATEGIC DEVELOPMENT PLAN 2021-2023

UNP EaP CSF is a network of civil society organisations that advocates for the interests of Ukrainian society within the framework of the EaP initiative. UNP was established on 29 January 2011 and operates within the framework of EaP CSF (<http://eap-csf.eu/>), a multinational platform of civil society organisations from EaP countries, EU member states, European and international networks.

As a result of the strategic session held on 31 July-1 August 2023, the following main results of the implementation of the UNP EaP CSF Strategic Development Plan 2021-2023 were identified:

1. UNP EaP CSF continued its statutory activities under the constraints of the Covid-19 pandemic and the full-scale war of the terrorist state Russia in 2022.
2. The Steering Committee was re-elected, and effective communication is ongoing.
3. UNP EaP CSF participated in the processes of discussing Ukraine's candidate status for EU membership.
4. Within the framework of the working groups, an expert pool was created in the areas of work.
5. The number of platform members has increased.
6. The coordinators and members of the working groups were active in events held at the international level within the framework of EaP support projects.
7. Implementation of 30 initiatives of UNP Working Groups was supported.
8. A number of joint projects were implemented and dozens of events were held.
9. Strengthening the place of "green issues" in the platform's agenda.
10. Representation of civil society's position at international events with the participation of representatives of the EC and CEBs from EaP countries.
11. Strengthening of cooperation with EaP CSOs.
12. Conducting high-quality advocacy of the positions of Ukrainian civil society at the international and national levels.

During the discussion of the results of implementing the 2021-2023 Strategy, the participants of the strategic session made the following conclusions:

1. Develop a system of incentives and motivation to intensify the activities of working group members within the statutory activities of UNP EaP CSF, promote the expansion of competencies and skills aligned with the objectives of civil and expert support for EU integration processes.
2. Working group leaders should expand the core of active members and engage leading organisations in group activities and intergroup issues (including coordinating the tasks of economic, environmental and social programmes for post-war recovery of Ukraine).
3. Develop a new vision for EaP for Ukraine and the region in the context of EU membership prospects.
4. Continue to support cooperation with representatives of other societal sectors: government, business, scientific and expert institutions, territorial communities.

5. Develop new approaches and formats in the platform's activities, taking into account current challenges.
6. Strengthen advocacy through the preparation of statements, appeals, analytical and position papers.
7. The platform covers a wide range of EaP themes, so it may be advisable to focus on a few main themes that unite most participants and actively advocate for these themes.
8. The secretariat plays a crucial role in the platform's activities.
9. Joint initiatives strengthen the group.

UNP SWOT ANALYSIS AS OF AUGUST 2023

During the strategic session held on 31 July-1 September 2023, a matrix of strengths, weaknesses, opportunities and threats of UNP EaP CSF activities was formed.

Strengths	Opportunities
<ol style="list-style-type: none"> 1. Over 12 years of operational experience (network resilience and stability). 2. Wide range of expertise and experience among network members. 3. Quality relationships with European institutions and delegations. 4. Information resources of the network (website, social media presence, contact database). 5. Financial support for network activities. 6. A platform for communication. 7. Organisational capacity (charter, management bodies, conference, various policies). 8. Communication with platforms in other EaP countries. 9. Joint activities among organisations. 10. A group of drivers (active members) within the network. 11. Project potential. 12. Representation of members in various European networks. 13. Ability to engage an expert community. 14. Participating organisations within UNP EaP CSF. 	<ol style="list-style-type: none"> 1. Preparation of analytical materials. 2. Joint advocacy activities. 3. Promotion of European integration values. 4. Communication with EaP CSF and EU institutions. 5. Knowledge exchange and training. 6. Influence on political processes. 7. Growing through networking as a thought leader. 8. Development of members' potential within the Platform. 9. Submission of partnership project proposals. 10. Access to information about political processes and funding opportunities. 11. Access to regranting. 12. Identification with Ukraine's European integration environment. 13. Influence on specific professional environments. 14. Sharing the platform's experience with countries aspiring to join the EU.
Weaknesses	Threats
<ol style="list-style-type: none"> 1. Passivity among individual Platform members. 	<ol style="list-style-type: none"> 1. Termination of EaP policy. 2. Lack of funding for activities.

<ol style="list-style-type: none"> 2. Uncertainty about the future EaP policy. 3. Low level of interaction between working groups. 4. Insufficient interaction with the Government Office for Coordination on European and Euro-Atlantic Integration. 5. Lack of regional coverage (availability of regional centres). 6. Dependence on a single source of funding. 7. Lack of fundraising activities. 8. Lack of an advocacy strategy. 9. Low recognition of the platform within Ukrainian and European society. 10. Not all participants identify with the platform. 	<ol style="list-style-type: none"> 3. Ukraine's loss of interest/abandonment of EaP policy. 4. Decreased interest among members in platform activities. 5. Threats arising from war. 6. Loss of influence and recognition. 7. Increased competition from other platforms (associations). 8. Activity within the platform on a "residual principle".
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STAKEHOLDERS' EXPECTATIONS REGARDING UNP EaP CSF ACTIVITIES

Official international institutions and persons (commissioners, EU officials).	<ul style="list-style-type: none"> - Strategically structured Platform activity. - Promotion of EaP policy in Ukraine and vice versa – expression and promotion of Ukraine's interests in EaP policy. - Impartial position of civil society in intergovernmental/inter-ministerial discussions. - Promotion and advocacy of reforms. - Preparation of analytical materials.
CSOs interested in EaP policy	<ul style="list-style-type: none"> - Advocacy of civil society's position in relations with the government. - Establishment of contacts between domestic CSOs and organisations from the EU and other regional countries for cooperation and expressing joint positions. - Exchange of experience and participation in joint international projects.
Media representatives	<ul style="list-style-type: none"> - Preparation of expert-analytical products and their promotion through the media. - Influence on the government through a consolidated position and international support. - Organisation and implementation of information campaigns. - Proactive work with the media and specific journalists and bloggers.
Structures in Ukraine interested in the European vector of Ukraine (Verkhovna Rada of Ukraine; Cabinet of Ministers; regional and local authorities)	<ul style="list-style-type: none"> - Use of a multilateral partnership format to support positions and the development of civil society in Ukraine. - Promotion of Ukraine's EU membership policy. - Preparation of expert-analytical and position documents. - Promotion and advocacy of reforms.

PESTEL ANALYSIS AS OF AUGUST 2023

During the strategic session, which took place on 31 July-1 September 2023, external factors affecting the activities of UNP EaP CSF were analysed.

Political (P)	<ul style="list-style-type: none"> - War - Ukraine's status as an EU candidate - Resistance to enlargement within the EU - EU fatigue from the war in Ukraine - Revision of EaP policy - Low level of implementation of EU law - Corruption in Ukraine - Speculation on "recovery"
Economic (E)	<ul style="list-style-type: none"> - Economic crisis - Manual budget regulation - Unpredictable economic policy - Increased funding for Ukraine - Market changes (relocation; loss of businesses; reorientation to other markets)
Social (S)	<ul style="list-style-type: none"> - Threat of poverty in Ukraine - Migration of Ukrainians to other countries and non-return of those who have already left - Demographic crisis (ageing population) - Threatening changes in the labour market - Aid to people affected by the war: property restoration, physical and mental health - Increased burden on the budget (payments) and potential social explosions
Technological (T)	<ul style="list-style-type: none"> - Rapid technological development - Data security challenges (cybersecurity) - Ukraine as a platform for outdated technologies - Transition to online - EU technical standards as a challenge for Ukrainian business - Digital transformation of socio-economic processes
Environmental (E)	<ul style="list-style-type: none"> - Impact of the war on the environment (disrupted ecosystems, waste, old vehicles, destroyed military equipment, etc.) - New environmental standards for EU membership - Low level of environmental awareness and knowledge among Ukrainians - Reconstruction as an opportunity to introduce "green" technologies and modernise the economy, increasing competitiveness
Legal (L)	<ul style="list-style-type: none"> - Accelerated synchronisation of EU legislation - Monitoring changes in national legislation and tracking the relevance of EU norms - Changes in regulatory acts (procedures and rules) - Creating a legal basis for holding Russia accountable for the consequences of the war

	<ul style="list-style-type: none">- Human rights violations during the war and the need for compensation procedures- Restrictions due to martial law.
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STRATEGIC IDEA
UKRAINIAN NATIONAL PLATFORM of EaP CSF

UNP EaP CSF is a network of civil society organisations that advocates for the interests of Ukrainian society within the framework of the EaP initiative. UNP is a member of the EaP Civil Society Forum.

VALUES	VISION	MISSION
<ul style="list-style-type: none"> ➤ Pro-Europeanism; ➤ Consolidation; ➤ Proactivity; ➤ Focus on result; ➤ Openness; ➤ Transparency; ➤ Expertise; ➤ Responsibility; ➤ Ukrainian identity; ➤ Resilience. 	<p>Ukraine as an EU member</p>	<p>UNP is the key network of Ukrainian CSOs reforming Ukrainian society using EaP policy instruments</p>

VALUE CODE

VALUE NAME	VALUE CODE
Pro-Europeanism	Implementation of democratic values and European standards of living.
Consolidation	Uniting civil society around defending European values and standards of living. Continuous dialogue among all societal institutions.
Proactivity and Focus on result	Proactive action. Being an active and influential agent of change, not a passive observer. All actions are aimed at achieving results that lead to positive changes in pursuit of the mission.
Openness and Transparency	The platform is open to accepting new members. Highlighting the platform's activities in the best democratic traditions.
Expertise	Achieving deep competence in the areas of activity. Being recognised as an expert among all target audiences and producing influential expert decisions. Objectivity and impartiality of conclusions.
Responsibility	Each member of the platform takes responsibility for achieving the Mission and their actions.
Ukrainian identity	Awareness, preservation and demonstration of Ukrainian traditions, culture, history and values regardless of location. Work for the consolidation of Ukraine and enrichment of the European community.
Resilience	The ability, through cooperation, to resist the disruptive influence of external and internal factors in creating synergy among platform members.

ADVANTAGES OF MEMBERSHIP IN UNP EaP CSF:

1. Status.
2. Access to analytics.
3. Platform for communication with leading stakeholders.
4. Opportunity to present one's own position at the international level.
5. Participation in and influence on important processes for Ukraine.
6. Advocacy capacity building.
7. Support for project proposals.
8. Platform for joint project proposals.
9. Receipt of recommendations from active CSOs and individuals.

STRATEGIC GOAL AND OBJECTIVES FOR 2024-2026

Goal for 2024-2026: To be a network of proactive CSOs that cooperate for post-war reconstruction and support Ukraine's EU membership.

STRATEGIC GOAL 1:

ADVOCACY OF UKRAINE'S EU MEMBERSHIP

STRATEGIC GOAL 2:

FORMULATING PROPOSALS FOR THE TRANSFORMATION OF THE EASTERN PARTNERSHIP POLICY

STRATEGIC GOAL 3:

EXPANDING SYNERGY BETWEEN CSOs TO STRENGTHEN POST-WAR RECONSTRUCTION PROCESSES

STRATEGIC GOAL 4:

STRENGTHENING UNP CAPACITY

STRATEGIC DEVELOPMENT PLAN 2024-2026

Strategic Goal 1: Advocacy of Ukraine's EU Membership				
<i>No.</i>	<i>Activities within the goal</i>	<i>Responsible person</i>	<i>Timeframe</i>	<i>Comments</i>
1.1	The Ukrainian authorities use the opportunities of the Eastern Partnership to gain EU membership			
1.2.1	Promote more active involvement of Ukraine in the	Working Groups,	2024-2026	

	implementation of EU/EC operational plans and programmes for EaP	Steering Committee, Secretariat		
1.2.2	Advocate for the inclusion of components in EU projects for EaP to address the challenges on Ukraine's path to EU membership	Working Groups, Steering Committee, Secretariat		
1.2.3	Participate in the reformatting of EaP thematic platforms in line with the objectives of EU candidate countries	National Coordinator, Steering Committee	2024	
1.2	The platform's voice is considered at all levels (policy synergy)			
1.2.1	Formulate UNP's active positions on current issues related to Ukraine's EU membership status	Working Groups, Steering Committee, Secretariat	2024-2026	
1.2.2	Ensure UNP's mandatory participation in the parliamentary and government dialogues between Ukraine and the EU	Working Groups, Steering Committee, Secretariat	2024-2026	
1.2.3	Advocate UNP's position to EC regarding the agenda and monitoring of EU projects for EaP and Ukraine	National Coordinator, Steering Committee, Secretariat	2024-2026	
1.2.4				

Strategic Goal 2: Formulating proposals for the transformation of the Eastern Partnership policy				
<i>No.</i>	<i>Activities within the goal</i>	<i>Responsible person</i>	<i>Timeframe</i>	<i>Comments</i>
2.1	UNP proposes a new vision for the transformation of EaP policy			
2.1.1	Prepare a framework position paper with the civil society's vision for EaP policy, aligned with Ukraine's ambitious goal of EU membership	National Coordinator, Steering Committee, Secretariat	2024	
2.1.2	Prepare analytical materials on the use of EaP instruments for European reforms in Ukraine	Working Groups	2024	
2.1.3	Establish a dialogue with embassies, international organisations, donors	National Coordinator, Steering Committee, Working Groups, Secretariat	2024-2026	
2.2	UNP serves as the			

	main/primary/sole institution representing civil society in Ukraine within EaP			
2.2.1	Consolidate the pro-European expert environment and civil society within UNP	Working Groups		
2.2.2	Ensure informing Ukrainian society about the transformation of EaP policy	Steering Committee, Working Groups, Secretariat		

Strategic Goal 3: Expanding synergy between CSOs to strengthen post-war reconstruction processes

<i>No.</i>	<i>Activities within the goal</i>	<i>Responsible person</i>	<i>Timeframe</i>	<i>Comments</i>
3.1.	UNP as one of the key civil society stakeholders in post-war reconstruction processes in Ukraine			
3.1.1	Engage CSOs in preparing joint projects for EU programme competitions	Working Groups, Secretariat	2024-2026	
3.1.2	Compile a list of current challenges and issues related to UNP's interests and the thematic scope of WG twice a year	Steering Committee	2024-2026	
3.1.3	Establish communication with active civil society groups in the field of post-war reconstruction in Ukraine	Working Groups, Secretariat	2024-2026	
3.1.4	Participate in public discussions and events organised by other civil society associations	Steering Committee, Working Groups	2024-2026	
3.1.5	Prepare UNP's own proposals and provide assessments of other proposals related to target initiatives and post-war reconstruction programmes in Ukraine	Steering Committee, Working Groups, Secretariat	2024-2026	

Strategic Goal 4: Strengthening UNP capacity

<i>No.</i>	<i>Activities within the goal</i>	<i>Responsible person</i>	<i>Timeframe</i>	<i>Comments</i>
4.1.	Enhanced UNP's organisational resilience			
4.1.1	Develop operational plans for working groups for the next year in December of the preceding year	WG Leaders	December 2023-December 2026	
4.1.2	Create a list of topics that are common to all working groups	WG Leaders	2024-2025	

4.1.3	Form an expert pool for the platform	Working Groups, Secretariat	2024	
4.2.	Expanded external and internal UNP communication			
4.2.1	Structure the content and channels of information dissemination according to the needs of UNP's target groups	Steering Committee, Secretariat	2024	
4.2.2	Promote UNP's website more actively on the Internet as a primary source of information about UNP activities	Secretariat, Steering Committee, Working Groups		
4.2.3	Present information about UNP at events of other organisations that are not UNP members	All UNP members, Delegates of EaP CSF		
4.2.4	Publish information about UNP on the websites of member organisations and their Facebook pages	UNP members, WG Coordinators		
4.2.5	Use the resources of UNP member organisations to conduct Platform's joint branding events	WG Coordinators		
4.3.	Ensured adequate funding for UNP activities			
4.3.1	Find alternative sources of funding apart from EaP CSF	National Coordinator, Steering Committee		
4.3.2	Prepare and submit joint funding applications with the participation of UNP members	Steering Committee, Working Groups, UNP members		

MANAGEMENT AND MONITORING SYSTEM FOR STRATEGIC PLAN IMPLEMENTATION

Monitoring the UNP Strategic Plan involves three levels:

1. Monitoring the external environment.

- Based on the analysis of key indicators that characterise the situation in the country, EaP and EU countries, which are strategically important for UNP.
- The results are summarised once a year as part of the Consolidated Analytical Report of the Steering Committee at UNP National Conference.

2. Monitoring the implementation of the Strategy according to a set of measures to achieve goals according to defined criteria and responsible persons.

- The Report is prepared annually as part of the activities of the Steering Committee.
- The Report is presented by the National Coordinator at UNP National Conference.

3. Monitoring the achievement of strategic goals and objectives will include:

- Annual Operational Plans of the Steering Committee;
- Annual WG Activity Plans;
- Assessing the status of the execution of each strategic goal and objective;
- Degree of achievement of the expected results at quarterly meetings of the Steering Committee.