

**Proposal of the EaP CSF Steering Committee
on the organisational reform to be discussed and offered for the adoption
at the 9th EaP CSF Annual Assembly on the 27th of October 2017 in Tallinn, Estonia**

Why the reform is proposed?

The discussions of the Steering Committee at its meetings during 2017, the debates at the annual Working Group meetings and within the National Platforms, the survey of the EaP CSF members conducted in 2017, as well as the assessment of the implementation of the current (2015-2017) strategy revealed that some internal processes often become a limitation rather than facilitate achievement of the goals that the Forum has set for itself.

The assessment of the implementation of the 2015-2017 Strategy states that ‘Forum has managed to position itself as a valued stakeholder of the EaP; a trusted and representative civil society body that is consulted with due to its unique position as the regional civil society platform developing consolidated opinion, providing advice and expertise and communicating it to the decision-makers.’ However it also reiterates that ‘the EaP CSF is not fully utilizing its potential due to its complicated organizational architecture that does not fully correspond to the goals that the Forum sets for itself, some gaps in the institutional capacity, ineffective internal processes...’

The Eastern Partnership policy is being revised as well. The new multilateral architecture of the EaP will be adopted at the EaP Summit in November 2017 in Brussels. The 20 Deliverables for 2020 have been developed in 2017 to guide the implementation of the policy until the milestone year of 2020. The Forum, as the civil society stakeholder of the EaP, will play an active role in the implementation of the deliverables.

The expectations of the Forum as an 8-year-old entity are growing. The EaP CSF is expected to be the trusted partner with a broad range of expertise that covers four EaP Platforms and its panels. As the most recent survey reveals and as the new strategy proposes, the Forum strives to perform even a more ambitious role: not only participating in the official agenda of the EaP, but also identifying gaps in the official EaP agenda and promptly reacting to rapid changes in the region.

During 8 years of the Forum’s operation, the structures and key processes remained unchanged. A minimal reform of the Steering Committee has been introduced in 2014, which decreased the number of the SC members from 19 to a maximum of 13 (six country coordinators, five WG coordinators, and up to two EU coordinators). This reform is insufficient bearing in mind the dynamics within the Forum internally, as well as in the EaP in general.

The current internal reform is proposed together with the new EaP CSF strategy that will come into force in 2018 and is an essential part of the strategy, in particular its Strategic Goal 3 aimed at strengthening the role of the EaP CSF in the EaP policy development and implementation.

To achieve the ambitious targets that the Forum sets for itself, it needs to optimise its structure to deliver and become more effective and efficient. Therefore, the following holistic reform is proposed to the participants of the EaP CSF invited to attend the annual assembly in Tallinn.

Essence of the reform

What?	Why?	How?
1. Moving to the 2-year cycle of the EaP CSF	Current one-year cycle does not allow to fully use the potential of the members elected for one year only	2018 will be a transition year when the attendees of the current AA will stay as members of the Forum for one year until the next AA. However the new selection of the EaP CSF members/delegates will already be conducted for 2 years (2018-2020). Larger quota for new members will be introduced.
2. The General Assembly (GA) will be held once in two years – <i>see the timeline on page 4.</i>	GA once in two years will free more resources for WG activities	The EaP CSF General Assembly will be held in the even years while the EaP Civil Society Conference is held in the odd years. Conference-type events can still be conducted by the Forum in the years when there is no GA, especially to mark the 10-year anniversary of the Forum in 2019.
3. Moving to 2-year mandate for the SC members. <i>Rotation principle with staggered elections will be introduced:</i> NP Coordinators are elected for 2 years at	To ensure continuity (not all SC members change at once) and more strategic long-term outlook by the SC members More meaningful time to see through the implementation	2017 – NP and WG Coordinators are elected for 1 year at the AA (transition year); 2018 – NP Coordinators are elected for 1 year, WG Coordinators are elected for 2 years at the GA;

<p>the NP Annual Conferences in odd years (2019, 2021) and WG coordinators elected for 2 years at the GAs in even years (2018, 2020, 2022) - <i>see the timeline for details.</i></p>	<p>Allows for the SC members to use the experience accumulated in the first year</p> <p>Fits well with the 2-year CSF cycle</p>	<p>2019 – NP Coordinators are elected for 2 years at the NP Annual Conferences; 2020 - WG Coordinators are elected for 2 years at the GA; 2021 - NP Coordinators are elected for 2 years at the NP Annual Conferences. A SC member mandate is limited to 2-years with a 2-year break between the mandates. One person cannot hold 2 mandates at the same time (NP and WG coordinator). The number of mandates per person should be limited with a possibility for one person to be elected for a maximum of 2 mandates.</p>
<p>4. Introduction of a position of a EU Coordinator with a responsibility to coordinate activities of the EU CSOs</p>	<p>Currently EU Coordinators are also WG Coordinators therefore they do not have enough time to focus on the EU Coordinators' responsibilities</p>	<p>A separate EU Coordinator position will be introduced. The EU Coordinator is elected by the EU CSOs at the GA and becomes a member of the SC</p>
<p>5. Delegates selection mechanism</p> <p>6. Minimal standards and accountability of the National Platforms</p>	<p>The mechanism of selection by 3 votes - the NPs, WG Coordinators and EU Delegations - is inefficient, heavily criticised and does not allow to get the needed pool of expertise into the Forum.</p> <p>National Platforms regulations are not unified.</p>	<p>After the independent audit of NPs (rules and procedures), NPs will be delegated to select members every 2 years starting with 2018 (if ready).</p> <p>Clear unbiased criteria for selection ensuring the diversity, rotation and expertise will be introduced.</p>
<p>7. Dispute resolution mechanism</p>	<p>Situations arise when the SC cannot and should not make decisions</p>	<p>An independent body of 3 EaP CSF members will be elected starting GA 2018.</p>

New 2-year cycle for EaP CSF

