Strategic Communications Partnership Road Map between the National Security and Defense Council of Ukraine and the NATO International Staff

General Provisions
The establishment of this Strategic Communications Partnership follows a formal request from the National Security and Defense Council of Ukraine (NSDC) to the NATO Public Diplomacy Division (PDD) to support the Ukrainian authorities in the sphere of Strategic Communications. It is open to other potential participants who may wish to contribute or to join some of the activities and programmes under this partnership.

Overall Aims of the Strategic Communications Partnership
The Strategic Communications Partnership will include, but will not be limited to:

- Enhancing the capabilities of the Ukrainian authorities in the field of Strategic Communications in all relevant disciplines at the strategic and operational levels through advisory and practical support;
- Supporting Ukraine’s co-operation with subject-matter experts in the area of Strategic Communications;
- Assisting the development of Ukraine’s Strategic Communications culture at the institutional level and supporting greater cooperation between and empowerment of those outside the government to communicate strategically in Ukraine’s national interests;
- Supporting and maintaining the highest standards of accuracy and ethics in order to ensure the credibility of governmental communications.

Objectives of the Strategic Communications Partnership

Strategic level
- To advise the Ukrainian authorities in developing, managing and responding to current and future security challenges by placing Strategic Communications at the core of the development and implementation of national strategy that is understood, owned and endorsed across government and society;
- To empower people at all levels, both civilian and military, to be effective strategic communicators.

Operational level
- To deliver training in various disciplines to the Ukrainian authorities, drawing upon diverse expertise available from multi-lateral and bilateral formats;
- To support the development of cross-governmental cooperation in the area of Strategic Communications reinforced through mechanisms and processes;
- To organize, in cooperation with the Ukrainian authorities and other stakeholders, events and initiatives that facilitate understanding of the policy and procedures, challenges and opportunities of Strategic Communications;
- To support the development of a public opinion monitoring and analysis capability.
Interrelationships and Responsibilities

**NATO:** NATO PDD will be the primary lead and oversight authority of these efforts, in coordination and liaison with all relevant stakeholders and actors including the NATO Spokesperson, IMS Office of Public Affairs and Stratcom Advisor, SHAPE Strategic Communications, the NATO Liaison Office in Ukraine (NLO), NATO-Ukraine Professional Development Programme, NATO Strategic Communications Centre of Excellence, and individual nations interested in supporting these efforts.

PDD’s NATO Information and Documentation Centre in Ukraine will, for the purpose of this partnership roadmap, act as the executive manager.

NATO PDD will facilitate the Strategic Communications efforts conducted at the ACO level and led by SHAPE Strategic Communications.

**Ukraine:** The Secretariat of the National Security and Defense Council of Ukraine will be the primary lead and oversight authority and will ensure coordination with other governmental institutions including the Ministry of Defense, Ministry of Foreign Affairs and the Security Service of Ukraine. The NSDC will be the main point of contact among the Ukrainian institutions and will provide support in the development and implementation of this partnership.

**Funding**

NATO PDD, in cooperation with the Ukrainian authorities and the support of relevant stakeholders, will oversee the funding of priority communications activities. The funding may come from:

- NATO PDD, NATO Strategic Communications Centre of Excellence, NATO-Ukraine Professional Development Programme (in coordination with the NLO);
- Ukraine’s National Budget;
- Targeted financial support of allies, bilateral non-governmental assistance programs;
- Grants from international foundations, non-governmental organisations;
- Trust Funds and other potential revenue streams.

**Expected results**

The Strategic Communications Partnership activities will support and facilitate improvements in Ukraine’s capacity to carry out effective communications and foster closer cooperation between all stakeholders, both governmental and non-governmental.

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<th>For the National Security and Defense Council of Ukraine</th>
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<tr>
<td>Secretary of the National Security and Defense Council of Ukraine</td>
<td>NATO Secretary General</td>
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<td>Oleksandr Turchynov</td>
<td>Jens Stoltenberg</td>
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Annex: Strands of Work

**Strategic Level**

**Level 1: Create self-sustaining ministry-based and cross-governmental/inter-agency Strategic Communications system.**
- Collect information on and analysis of existing communication structures in all agencies;
- Develop comprehensive ministry-based and government-wide/inter-agency Strategic Communications system;
- Develop operational guidelines and key performance indicators (KPIs) for relevant staff;
- Provide advisory assistance in evaluation and certification of relevant staff;
- Provide training and coaching during launch period.

**Level 2: Develop and implement Ukraine’s national Strategic Communications strategy**
- Review possible existing national narrative strings;
- Provide assistance in developing Ukraine’s national narrative;
- Advisory support in employing communications channels to advance Ukraine’s national narrative, locally and internationally.

**Level 3: Develop sustainable Strategic Communications training capacity**
- Assess existing capacities/subject matter expert in all Strategic Communications disciplines in ministries and institutions;
- Create open access online database of training materials, courses in Strategic Communications disciplines for government communicators;
- Develop training assessment and evaluation forms, guidelines and procedures;
- Introduce curricula/courses for relevant Strategic Communications disciplines at relevant education institutions.

**Operational Level**

**Level 1: Enhancing regulatory documents guiding communications in security and defense structures**
- Analysis/review of existing regulatory documents (policies/guidelines/job descriptions/laws) guiding communications in security and defense structures;
- Development of new standards and regulations, as needed;
- Training on new standards and regulations;
- Implementation of new standards and regulations.

**Level 2: Enhancing effectiveness of government-owned media**
- Support the incorporation of various government-owned media into communications and assist in developing their capacities;
- Deliver relevant training to existing staff;
Tactical Level

Level 1: Urgent Response
Training of existing Public Affairs/Public Diplomacy staff within security and defense structures in the following areas:

- Fundamentals of Public Affairs/Public Diplomacy
  - Media operations (including press tours, media engagements, media products);
  - Public Affairs Writing;
  - Speech Writing and Public Speaking;
  - Social media and Digital Media Usage;
  - Crisis Communications.

- Training-of-Trainers (ToT) within security and defense structures
- English Language Courses for Communicators
- Development of Strategic Communications/Public Affairs/Public Diplomacy policies and guidelines.