

2004 ICPS Annual Report

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1. ICPS's main achievements in 2004

In 2004, ICPS formed a network of non-government think-tanks and began to work with these regional partners. This made it possible to carry out a number of nationwide hearings on urgent government policy issues

The presidential election was undoubtedly the most important event in Ukraine in 2004. The International Centre for Policy Studies saw this event as an opportunity to launch broad-based debate on key government policies. In 2004, its main achievements were carrying out nationwide public policy campaigns to consider government policy priorities and building a network of NGOs in Ukraine and abroad.

The experience of ICPS specialists in regularly researching the economic and political situation and producing Quarterly Predictions and Political Commentary was taken to a new level in 2004, when it provided the qualitative analytical foundation for public policy campaigns. Identifying a cluster of problems, defining appropriate priorities, studying root causes, predicting possible consequences, and organizing public debates on alternative solutions to a problem that include cost-benefit and impact analyses—these are the kinds of analytical activities essential to carrying out an effective campaign and approving a solid government policy.

By establishing and building a network of NGOs, ICPS was able to effectively organize nationwide debates, engage specialists across the country on socially important issues, and study public opinion across the regions. The “Developing the Capacities of Regional Policy Centers for Policy Analysis at the Local Level” project, completed in April 2004, launched the ICPS regional network. Funded by the IRF, ICPS and the Razumkov Center for Economic and Political Studies trained specialists at six regional policy centers to analyze policy. By the end of 2004, the list of ICPS network projects had considerably grown:

- The “Second Opinions and Institutionalizing Public Consultations in the Policy Development Process in Ukraine” project is the first full-fledged public policy campaign to organize a public dialog between interest groups and the government on three economic policy priorities. The project was implemented in cooperation with civil servants who studied practical approaches to holding public consultations;
- The “Public Participation in the Dialog on Party Platforms” raised the issue of the lack of correspondence between party activities and voter expectations in Ukraine. ICPS partners in this project were six regional policy centers, for whom ICPS acted as the trainer and research coordinator;
- The “People’s Voice 2” project is working to institute mechanisms and procedures that promote public participation in building an effective, responsible and open Government at the local level in 6 partner cities. This phase of the project is focused on the quality of municipal services;
- The “Public Campaign for Drug Abuse Harm Reduction Policy” has been launched to avert the threat of an HIV/AIDS epidemic in Ukraine. This project includes policy analysis, consultations and advocacy activities and it involves 10 regional partners.

2004 also saw the establishment of PASOS (Policy Association for Open Society), an international network of non-government policy centers in Europe and Central Asia. By working with network policy centers, ICPS was able to transfer its experience producing independent economic policy analysis and macroeconomic forecasts in the format of the Quarterly Predictions to think-tanks in Moldova and Kazakhstan. Their premier issues came out in 2004.

1.1 Government policy priorities and public debates about the election process

Project: “Second Opinions and the Institutionalization of Public Consultation in the Policy Development Process in Ukraine”

(<http://www.icps.kiev.ua/eng/project.html?pid=27>)

Financing: Canadian Bureau for International Education (CBIE)

Partners: Cabinet of Ministers Secretariat, Ministry of Economy and European Integration, regional analytical centers from Vinnytsia, Poltava, Chernihiv, Simferopol

This project was aimed at studying international experience in consulting with stakeholders in the process of policy-making and applying this experience to consultations in Ukraine. The purpose is to define government policy priorities in advance, and to facilitate the institutionalization of a consultation process between the Ukrainian government and stakeholders. All the products of the project were directly developed by Ukrainian specialists who participated in the project, with consultative support from Canadian advisors. Independent ICPS specialists, government specialists from the Cabinet of Ministers Secretariat and the Ministry of Economic and European Integration, as well as specialists from NGOs of Kyiv, Chernihiv, Simferopol, Vinnytsia and Poltava were involved in implementing the project.

The report, "Improving Consultation with Stakeholders in Work of the Government of Ukraine," analyses the current interaction between the Government and its citizens in Ukraine, offers European principles for organizing consultations, and provides recommendations to improve the consultation process in Ukraine.

The Handbook on Public Consultations was prepared on the basis of international and ICPS experience. It describes the process of organizing and holding consultations and can be used by government bodies to improve the quality of consultations in the process of developing policy.

At the beginning of the project the three government policy areas were chosen that are of priority for Ukraine today, according to ICPS economists of the Quarterly Predictions team: improving the business environment, replacing social privileges with targeted subsidies, and legalizing personal incomes. While working on these documents, the goals of government policy in every area, current problems and their root causes, options for government action were analyzed and recommendations regarding further steps were written up. During preparation, the drafts of these documents were commented on by external experts and two rounds of consultations were held with stakeholders.

1.2 Public policy campaigns

Project: Policy Campaign for Drug Abuse Harm Reduction

(<http://www.icps.kiev.ua/eng/project.html?pid=18>)

Financing: International Renaissance Foundation

Partner: All-Ukrainian Harm Reduction Association

The International Renaissance Foundation together with ICPS and the All-Ukrainian Harm Reduction Association launched a project called "Policy Campaign for Harm Reduction." Its goal is to bring about systemic changes in the prevention of HIV/AIDS and control over the illicit drug trade in Ukraine on behalf of HIV positive individuals, drug addicts and the society as a whole. The project objectives include analyzing current policy regarding HIV prevention among IDUs, involving all stakeholders in the debate of this problem, and putting together recommendations to improve the current approach. Financing was also analyzed, along with the effectiveness of state funding allotted to solve the problems of drug abuse and the spread of HIV/AIDS in Ukraine. The project involved several stages:

- Analyzing the quality of government policy on HIV/AIDS in Ukraine and developing a paper that focuses on the stated priorities;
- Discussing this paper with all stakeholders during public hearings in Kyiv and 10 other cities to identify the positions of stakeholders;
- Preparing recommendations for changes to current policy, specifically to eliminate the practice of violating the rights of drug addicts and HIV-positive individuals, and to strengthen HIV prevention policy based on the discussion of different options for solving the problem and an analysis of the positions of stakeholders; preparing drafts of the regulations necessary to introduce these changes;
- Lobbying the adoption of the recommendations and bills with government bodies that make decisions and determine policy.
- Preparing a number of measures to inform the public about the project and to analyze key events and processes in Ukraine in this area. The goal is to have public support for a harm reduction strategy.
- Providing theoretical and practical training and coordinating the work of 10 regional NGOs to expand their capacities and to mobilize their efforts to facilitate changes in government policy on HIV/AIDS prevention.

1.3 Local governments and residents tackle municipal services issues

Project: The People's Voice, Phase II (<http://www.pvp.org.ua/eng>)

Customer: Canadian International Development Agency (CIDA), **Partner:** PADCO Inc., a consultancy
For the average citizen, the level of satisfaction with Government work in Ukraine is often determined by the quality of local services: water supply, heating, health services, and so on. Implemented in six cities in western, eastern and central Ukraine, the People's Voice project supports the development and facilitation of citizen action as a way of improving municipal service delivery.

Six cities were selected through a tender and established a network of People's Voice partners: Alchevsk, Chernihiv, Kolomyia, Komsomolsk, Lutsk, and Makiyivka. Each city demonstrated a willingness to participate in the project and had positive experience in building civil society and instituting municipal reforms. In addition, each city had specific problems whose resolution could be assisted through the project. The project entered its second three-year cycle in February 2004. During the first cycle, a similar process was carried out in Chuhuyiv, Ivano-Frankivsk, Kupiansk, and Ternopil.

The People's Voice works in two areas:

- supporting NGOs at the municipal level to monitor service delivery in order to respond quickly and affect local government actions, and to facilitate citizen actions; and
- providing a comprehensive training program for municipal officials in order to introduce cutting-edge methods of governance based on public opinion gleaned through express polls, public hearings and citizen advisory councils.

Urban Ukrainians are unhappy with the quality of municipal services

The Kyiv International Institute of Sociology carried out a business survey for the People's Voice project among residents of Alchevsk, Chernihiv, Kolomyia, Komsomolsk, Lutsk, and Makiyivka to see how satisfied they were with the quality of local services. The survey covered public utilities, water supplies, road maintenance, public transit, the cleanliness, and overall condition of their cities, the state of parklands and green spaces, education, public safety, and the activities of local government bodies.

The aim of this survey was not to reveal drawbacks or identify specific negative trends in the work of the local government. Its primary task was to present a popular evaluation of the quality of government services, to identify those services with whom the public was most unsatisfied, and to determine possible ways to improve the situation by taking into account the opinions of local residents and specialists.

The People's Voice team will use the results as a baseline for a repeat survey to be carried out after the pilot project has been implemented for two years in these cities. These baseline indicators should help identify where positive changes have taken place. At the same time, comparing across different cities should show general trends in local government services in Ukraine, allowing cross-regional analysis and identifying key areas that need immediate attention.

Urban opinion polls are among the tools used by the People's Voice project to help improve cooperation between local governments and citizens. Polls contribute to communication between the government and its voters, as well as between NGOs and ordinary people. They make it possible to track the implementation of Government policies at the local level by measuring how effective and appropriate they are, by giving voice to public opinion, and by taking it into account.

Regional partners:

- Movement to Support Local Government (Alchevsk);
- Kolomyia Economic Development Association (Kolomyia);
- Municipal Development Center (Komsomolsk);
- Lutsk-1432 Municipal Reform Center (Lutsk);
- Representative office of the Business Development Agency (Makiyivka);
- Chernihiv Regional Development Agency (Chernihiv).

1.4 Regional NGOs have a real impact on local policy

Project: "Developing the Capacities of Regional Policy Centers for Policy Analysis at the Local Level" (<http://www.icps.kiev.ua/eng/eng/project.html?pid=39>)

Customer: International Renaissance Foundation

Partner: Razumkov Center for Economic and Political Studies

Public participation in state administration is a skill that needs to be mastered. As the result of a joint project implemented by ICPS and the Razumkov Center, six regional organizations in Drohobych, Donetsk, Kolomyia, Mykolayiv, Striy, and Trostyanets were trained to engage in local policy-making and achieved significant success in affecting the process.

In the process of working on actual projects involving local policy analysis, participants learned about the key components of the democratic policy-making process, how to analyze regional policy, and the standards of independent research. Each NGO also prepared policy papers on local development issues that they had selected themselves and carried out a public awareness campaign. Thanks to the assistance they were given and the modern approaches to public policy campaigning, in a relatively short time, regional NGOs succeeded in demonstrating their effectiveness to their local governments and communities.

Kolomyia commits itself to reforming residential services

The Kolomyia Economic Development Association persuaded its local community to participate in determining the city's development priorities. The Association organized a dialog among the government, the community and local businesses. It also carried out a public opinion survey that revealed residential services as the problem area most urgently in need of change. As a result of this work, proposals were developed to reform the municipal residential services.

The public awareness campaign had two notable achievements: the local government's trust in NGOs grew when it could see that it was getting real help in resolving common problems, and the city received active support in making decisions about local development through the process of public participation.

Mykolayiv approves a municipal tax policy

Specialists from the Mykolayiv Association of Business Employers identified key problems and priorities for the local tax system, prepared a number of municipal policy options, analyzed the impact of each policy alternative, and determined the needed resources. The analytical work of non-government specialists, which was based on consultations with the general public, resulted in the approval of two important regulations by the Mykolayiv City Council: A Concept for Reforming Municipal Tax Policy and A Procedure for Applying Tax Policy in Mykolayiv.

With the help of policy papers that were written in a logically coherent and accessible manner, within eight months, these specialists were able to get approval for policies that had been stalled for two years.

Trostyanets NGO becomes a player in developing local policy

The Trostyanets Association of Entrepreneurs in Sumy oblast defined as its main goal developing procedures to improve their city's budget process and involving the Trostyanets community in local policy development. The result was the approval of two regulations by the City Council: A Statute on Public Hearings and A Budget Regulation for Trostyanets City Council. These had been preceded by surveying public opinion among local officials, businesses and residents as to their view of key municipal issues and gaining consensus in the community as to how to resolve those issues.

Recognizing the benefit of having community and NGO participation in developing high-quality analysis, government officials invited independent analysts to work together on the Municipal Statutes, a City Socioeconomic Development Plan, and a Strategy for the Development of the Trostyanets Region.

Striy studies worker migration issues

The Western Ukrainian Center for Human Rights and Civil Initiatives in Striy, L'viv oblast, focused its efforts on researching a critical issue in the region: the migration of workers to neighboring countries. The project's aim was to analyze local worker migration policy using 11 villages in the Striy region as a basis and to develop recommendations as to how migration processes might be effectively influenced. Among the outputs from the sociological surveys and public debates were policy papers that the Center presented to the Striy Regional Council: Principles of Business Development, Cooperatives, and Green Tourism; Principles of Establishing and Running Work Migration Advisory Centers; and Principles of Rural Work Migration Policy.

1.5 Dialog on the election platforms of political parties

Project: Public Participation in the Dialog on Party Platforms
(<http://www.icps.kiev.ua/eng/project.html?pid=15>)

Financing: Ukraine Citizen Action Network (UCAN)

Partners: Institute of Social Studies and Political Analyses, Mykolayiv Association of Business Employers, Podillia Center for Social Technologies, Kolomyia Region Economic Development Association, Center of Social Studies, Western Ukrainian Center for Human Rights and Public Initiatives

The “Public Participation in the Dialog on Party Platforms” project was implemented during the 2004 presidential election campaign. The election became a strong factor in the political activism of Ukrainian voters and brought positive changes to both public spirit and the political arena. For the first time since independence, Ukraine had the necessary conditions to turn the democratic potential of the nation to a driving force for national development.

Within the project there were:

- 9 meetings of expert working groups and 2 roundtables on problems in analyzing, monitoring, and evaluating the platforms of Ukrainian political parties;
- 2 presentations of the results of opinion polls in 6 regions on public attitudes towards political parties and their platforms;
- 12 public debates where representatives of political parties of different leanings and NGOs presented their positions on public development priorities and on monitoring and evaluating party policy;
- a nationwide conference.

Representatives of 32 political parties from all across the ideological spectrum and nearly 100 domestic NGOs participated in these events.

Analytical know-how was passed on to the regions

The methods for analyzing, monitoring and evaluating platforms of political parties developed by ICPS became a real mechanism for assessing program quality. Having been trained in certain skills at a workshop, representatives of NGOs from Vinnytsia, Donetsk, Kolomyia, Mykolayiv, Poltava and Striy analyzed and evaluated the platforms of the political parties and blocs that are most influential in their cities. The results of this work were positively evaluated by experts in all 6 cities, testifying to the growing institutional capacity of local organizations and the fact that they really learned how to analyze, monitor and evaluate party policies.

An old political myth is shattered

Sociological studies carried out by ICPS over March–April 2004 destroyed the old myth that voters in Ukraine are not interested in party platforms. In reality, they do not want to read hollow platforms consisting of a set of slogans. Instead, they want to find a reflection of their interests and to see how politicians plan to solve these problems in platforms.

Public debates have set a precedent in forming party platforms “from below,” through voters. During public hearings, representatives of NGOs and interest groups offered their opinions and critical remarks regarding party platforms and offered suggestions for improving them. Participants in the public dialog said that party platforms need to be developed with the participation of different interest groups. They also concluded that platforms need to reflect voter expectations, the consistency of party actions in implementing its key priorities, concrete mechanisms and timeframes for implementing these priorities, and indicators according to which voters can track and evaluate the implementation.

Political parties are ready to improve their platforms

Involving the public in developing and monitoring party policies created a situation where representatives of political parties with different ideologies and different interest groups had to enter into a serious dialog. They were united by the need to find ways to create qualitatively new political programs that will be a factor that effectively influences voters in the next election.

2. ICPS's 2004 projects in brief

2.1 ICPS specialist seconded to Government

Project: Sending an ICPS expert to the Ministry of Economy and European Integration.

Client: Open Society Institute

Partner: the Ministry of Foreign Affairs

This project became an example of cooperation between a central body of the executive branch and a non-government think-tank that is unique for Ukraine. This was aimed at developing the skills of employees in the Department of the European Integration of MEEI.

2.2 Government policy improved using mathematical model of economy

Project: Economic modeling and forecasting in Ukraine

Client: Canadian International Development Agency (CIDA)

Partners: Conference Board of Canada, Derzhkomstat, Ministry of Economy and European Integration, Ministry of Finance, National Bank of Ukraine

The second phase of this four-year project came to an end. It was aimed at introducing a mathematical economic model of Ukraine developed by CIDA and ICPS economists of the *Quarterly Predictions* team into the everyday work of the Ministry to strengthen institutional capacity in the Government to develop economic policy.

2.3 Strategic planning at MEEI moving to European standards

Project: Developing strategic planning methodology at the Ministry of Economic and European Integration

Client: Ministry of Economy and European Integration

Partner: The Ukrainian Academy of Government Administration

The aim of this project is to develop and integrate an effective model of strategic planning into the work of the Ukrainian Government and a model for evaluating the activity of central bodies of the executive branch. This model matches strategic and budget planning according to European standards.

2.4 ICPS involved in Memorandum of Economic Development for Ukraine

Client: World Bank

Partners: World Bank, National Bank of Ukraine, Ministry of Labor and Social Policy, Ministry of Economy and European Integration, Ministry of Finance, Office of the President, Pension Fund, State Property Fund, Institute of Strategic Studies, CASE Ukraine, National Institute of the Stock Market, Institute of Economic Forecasting under the National Academy of Science

At the request of the office of the World Bank in Ukraine, ICPS specialists from the *Quarterly Predictions* team participated in developing an analytical report called the Memorandum of Economic Development of Ukraine and organized a public debate around it. This Memorandum includes analysis and proposals for government policy in a number of economic areas.

2.5 Capacity to regulate and reform residential services strengthened

Project: Policy development program: Regulatory reform in the residential services sector of Ukraine

Client: Local Government and Public Service Reform Initiative (LGI/OSI)

Partner: State Committee of Ukraine on Residential Services

This project is aimed at drafting regulatory policy in the residential services sector of Ukraine and increasing the regulatory capacity of government bodies at the local, regional and national levels.

2.6 Bulgarian MPs share eurointegration process with Ukrainian colleagues

Project: Policy institutions as strategic intermediaries in sharing EU accession experience: Prospects for

cooperation between Ukrainian and Bulgarian MPs

Client: Local Government and Public Service Reform Initiative (LGI/OSI)

Partner: European Institute

The purpose of this project was to establish contacts between Ukrainian MPs and their Bulgarian counterparts who are responsible for European integration and accession to the European Union. Two NGO think-tanks, the European Institute (Bulgaria) and ICPS, are the go-betweens for MPs of the two countries in the process of sharing the eurointegration experience.

2.7 Cooperation with OSI's Academic Fellowship Program

Project: Academic Fellowship Program

Client: International Higher Education Support Program (HESP/OSI)

This program assists universities in Belarus, Moldova, Russia and Ukraine in the transition to modern approaches to teaching. It also works to introduce positive change in the social sciences. ICPS offers premises and administrative support to the regional office of the program in Belarus, Moldova, Russia and Ukraine.

2.8 Experts from Eastern Europe on economic reform

Project: Sharing Slovak experience of economic reform at the stage of pre- and post-election debates in Ukraine

Client: Slovak Development Agency

Partner: Institute of Economy and Social Reforms (INEKO), Slovakia

The idea of this project is to facilitate further economic growth and alleviate poverty in Ukraine by improving the development of economic reform policies. With this aim, ICPS economists from the *Quarterly Predictions* team and experts from countries of the Visegrad Four prepared 5 analytical reports on key economic policy issues to which the attention of both the public and experts was drawn during presidential election debates and during the development of economic policy by the new Government.

2.9 Independent experts present recommendations to the new President

Project: Blue Ribbon Report

Client: UNDP

ICPS experts prepared an analytical report on administrative reform that was passed to the newly-elected President of Ukraine on behalf of the Blue Ribbon Commission, a group of independent experts under the auspices of UNDP. ICPS was able to transfer its experience in producing independent economic policy analysis and macroeconomic forecasts in the format of the *Quarterly Predictions*.

3. ICPS's role as a regional resource center

3.1 Quarterly Predictions launched in other countries

ICPS has transferred the methodology used by its in-house group for producing *Quarterly Predictions* to other centers that are members of the OSI think-tank network. ICPS specialists transferred their work structure, scheduling system and standards. Last year, the first such transfer of the QP experience bore fruit in Kazakhstan. This year, the first issue of *Quarterly Predictions* was launched in Moldova.

3.2 Transfer of institutional capacity and public policy analysis know-how

ICPS has been providing methodological assistance to think-tanks and Soros foundation representative offices in other countries on a regular basis on how to introduce public policy analysis, and is promoting the development of institutional capacities among other centers. As part of this work, ICPS conducted several events for local Soros foundations in Central Asia in 2004:

3.2.1 In Kazakhstan

- A partnership project was aimed at supporting institutional development of a Public Policy Research Center.

3.2.2 In Moldova

- *Quarterly Predictions* were launched

3.2.3 In Ukraine

- Training was held for 6 regional NGOs on public policy methods under "Developing the Capacity of Regional Centers for Policy Analysis at the Local Level" project;
- A presentation was made on ICPS's own institutional capacity before members of the board of the Soros Foundation from the Kyrgyz Republic during a study tour to Kyiv.

3.3 Drawing on the potential of the OSI think-tank network

ICPS is an active member of OSI's think-tank network, which formally became the Policy Association for an Open Society (PASOS) in 2004. ICPS and its network partners submitted a number of project proposals for financing in 2005.

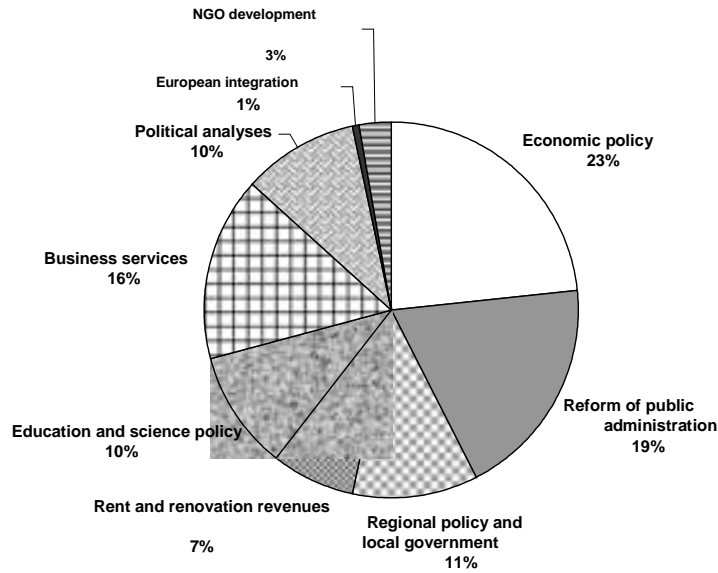
4. Ensuring independence

In 2004, ICPS continued to strengthen its status as an independent analytical organization. First of all, the Centre has diversified financing, thus protecting the right to express an independent opinion. Secondly, ICPS provides its clients with high-quality research and information that is often unique in Ukraine.

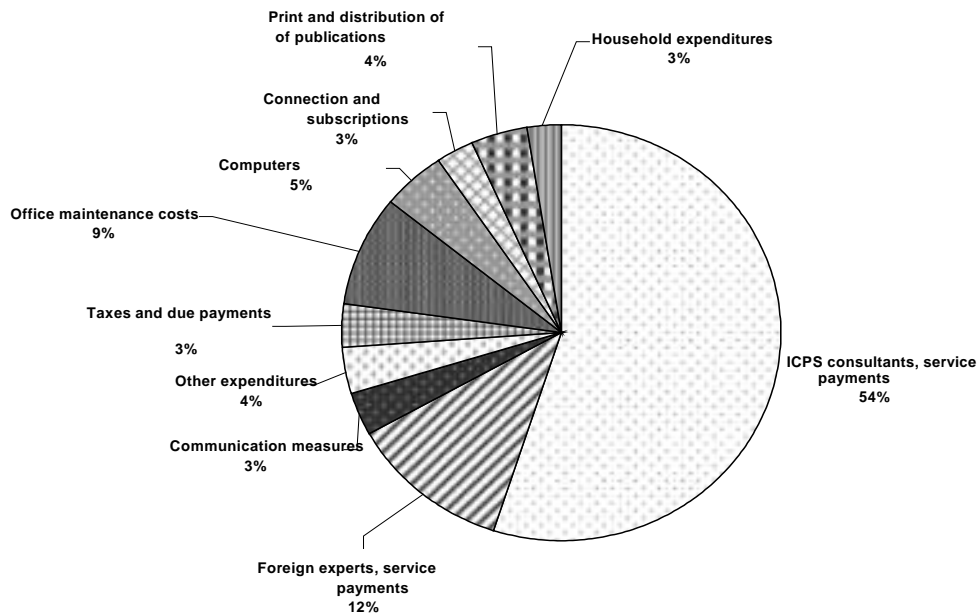
This year, our clients included the Ukrainian Government, Ukrainian and foreign businesses, and public organizations in Ukraine and in Central Asian countries.

ANNEX 1. FINANCIAL DATA

ICPS income in 2004 by activity



ICPS expenditures in 2004



ANNEX 2. KEY EVENTS IN 2004

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|--------------|--|
| 2 February | The People's Voice project goes into its second phase, involving the public in improving municipal services. |
| 1 April | George Soros visits and congratulates ICPS on a decade of activity. |
| 2 April | The "Developing the Capacities of Regional Policy Centers for Policy Analysis at the Local Level" project ends. The result is a network of regional partners. |
| 7 May | The Consumer Confidence Index passes the 100-mark for the first time in three years of such research in Ukraine, meaning that optimism is beginning to prevail. |
| 22 May | Deputy Director V. Nikitin sums up ICPS science and education experience in a new book called <i>The Idea of Education or the Purpose of Education Policy</i> |
| 27 May | ICPS develops methods for analyzing, monitoring and evaluating party platforms, which should help raise the effectiveness of party politics in Ukraine. |
| 1 June | ICPS begins to work with OSI's Higher Education Support Program under the Academic Fellowship Programs project. |
| 17 June | ICPS transfers its know-how to the Viitorul Institute for Development and Social Initiatives (IDIS, Moldova) and helps launch <i>Quarterly Predictions</i> in Moldova. |
| 1 July | ICPS launches the "Public Campaign for A Drug Abuse Harm Reduction Policy" to raise HIV/AIDS prevention efforts to the level of government policy. |
| 2 July | Speaking at a Yalta Seminar on the EU's partnership policy, ICPS Director Vira Nanivska calls on the EU to change its policy of rejecting Ukraine as a member. |
| 16 July | The People's Voice project holds an international conference to exchange experience on certifying municipal services to ISO 9001:2000 standards. |
| 13 September | ICPS starts the "Transfer of Slovak Economic Reform Know-How during Pre- and Post-Election Debates in Ukraine" project. Top officials and experts from the Visegrad countries share their experience in instituting reforms. |
| 14 September | The World Bank ranks ICPS's People's Voice project among its most successful projects in Ukraine. |
| 16 September | ICPS and European Capital, a group of Kyiv City Council deputies, launch a series of roundtables on Kyiv's municipal policy. |
| 30 September | The "Support for Institutional Development of a Policy Analysis Center in Kazakhstan" project transfers ICPS know-how to the Soros-Kazakhstan Foundation. |
| 5 October | Former US Ambassador to NATO Robert Hunter visits ICPS and talks to the staff and the press. |
| 23 November | ICPS issues a statement criticizing the rigging of the Nov. 21 presidential vote. |
| 30 November | ICPS completes a public policy campaign to discuss three government priorities: improving the business environment, bringing personal incomes out of the shadows, and reforming the system of privileges. |
| 26 December | Viktor Yushchenko, a member of the ICPS Supervisory Board, becomes the third president of Ukraine. |