

International Centre for Policy Studies

Kyiv, Ukraine

Annual Report 2008

vul. Pymonenka 13A
Kyiv, Ukraine 04050
office@icps.kiev.ua
Phone: (380-44) 484-4400
Fax: (380-44) 484-4402
<http://www.icps.com.ua>

Contents

<i>Overview</i>	3
<i>ICPS impact: people, ideas and vision</i>	5
<i>Centre critically evaluates and assists government</i>	5
<i>ICPS – A platform for discussing state policy</i>	9
<i>Public presence is a guarantee of the dissemination of ICPS's work</i>	10
<i>Institutional changes aim to improve the work of the Centre</i>	12

Overview

In 2008, the International Centre for Policy Studies (ICPS) initiated and implemented new projects aimed at improving the quality of public policy. During public events organized by ICPS, the Centre served as a discussion platform for the development of important economic and social public decisions. ICPS launched publications that clearly define new challenges and offer solutions to problems.

In its 14 years of activity, ICPS has established itself as an organizationally and financially independent institution that influences the democratization process in Ukraine by introducing public policy instruments. Over the years we have gone:

- **from proclaiming the importance of public policy approaches in Ukraine to introducing them in practice.** In 2000, ICPS implemented the first large-scale project with central executive government bodies financed by western donors; by 2007 this project was being implemented on the initiative of the Ukrainian government. Policy analysis groups were set up and their work systematized in almost all executive government bodies. In December 2008, the Centre's experts assisted the government in creating **policy analysis groups** for the implementation of the forthcoming EU-Ukraine Association Agreement. In 2009, they will provide methodological and analytical support to these groups.
- **from conducting highly specialized to conducting comprehensive studies.** Quarterly Predictions is the first and only publication in Ukraine that provides independent analysis of economic policy and economic forecasts; ICPS passed on the know-how of preparing this publication to public policy centers in Moldova and Kazakhstan. **ICPS White Papers** such as "Fiscal Decentralization in Ukraine in the Context of Local Government Reform" and "Improving the Implementation of Migration Policy by Disseminating EU Experience with Readmission Agreements" provide the government with recommendations on how to improve public policy.
- **from holding individual seminars to organizing large-scale public policy campaigns** for different interest groups utilizing ICPS-developed methods. In 2003-2005, ICPS helped promote reform in Ukraine by **institutionalizing public consultations** in the formation of public policy. In 2006-2007, at the request of the Ukrainian Construction Association, ICPS launched a series of roundtables aimed at preparing proposals on how to solve the problems that are preventing the development of a civilized housing market and pushing housing prices up.
- **from giving expert consultations to providing comprehensive analytical support to the government.** Having started to formulate a model for the **free trade area** between Ukraine and the European Union in 2005, ICPS continues to work on forming a strong coherent and deliberate position for Ukraine by providing the Ukrainian government with methodological and analytical support and assisting in consultations with businesses for the talks on FTA+ with the EU.
- **from gaining knowledge about public policy procedures to systemically training other NGOs.** Methodological and practical assistance was given to 14 regional NGOs on how to prepare and conduct public lobbying campaigns. Several hundred experts attended the training seminars. In 2008, a handbook on public policy for NGOs was prepared. It includes practical advice for

community organizations in terms of organizing and carrying out the assignments required by public policy projects.

- ***from disseminating public policy approaches from the NGOs sector to reforming the school of public administration that trains cadres for the Ukrainian government. ICPS Director Vira Nanivska was appointed President of the National Academy of Public Administration under the President of Ukraine. In 2006, Vira Nanivska, who built ICPS into a leading Ukrainian think-tank, began a massive overhaul of the Academy, as a result of which Ukrainian civil servants will start providing the population with services in accordance with best European and international standards.***

With professional satisfaction, we can admit that ICPS has achieved its primary mission – concepts and procedures of public policy have been introduced and are being applied in Ukraine. They have become widely known in Ukrainian society and are being used by politicians, government officials and experts.

Given the new challenges and opportunities that are arising in Ukraine, the ICPS Supervisory Board has assigned the new team the task of adjusting the Centre's strategy. The unstable political and difficult economic situations demand better government policy. Experts identified the necessary reforms a long time ago. However, questions remain unanswered as to why these reforms haven't been introduced. Starting in 2009, the Centre plans to focus its attention on developing and introducing an algorithm for carrying out reforms on the basis of a full public policy cycle. The Centre's new mission is to support Ukraine's further democratization through active and well thought out Europeanization.

ICPS impact: people, ideas and vision

ICPS ranks among top think tanks in the world

The US-based Foreign Policy Research Institute's Think Tanks and Civil Societies Program has drawn up its list of leading think tanks around the world. Through research and surveys of the 5,080 think tanks in various countries, the program singled out 228 top institutions, and the International Centre for Policy Studies was listed among them. This is not the first time the Centre has earned international recognition. In 2005, the Global Development Network recognized ICPS as the most successful think tank in Ukraine.

Vira Nanivska – one of Ukraine's most influential women

For the second year in a row, Vira Nanivska, Honorary Chair of ICPS and President of the National Academy of Public Administration under the President of Ukraine, has been included in Focus magazine's list of one hundred most influential women in Ukraine (№ 40 from October 3, 2008). According to the magazine, Ms. Nanivska's influence is due to her high-level government post, important research work and connections in government agencies.

Centre specialist becomes advisor to Deputy Prime Minister

In February 2008, Olga Shumylo, the Director of the ICPS European Integration Programme, became an advisor to Deputy Prime Minister Hryhoriy Nemyria, who is responsible for European and international integration in the Tymoshenko Cabinet. Ms. Shumylo was responsible for the negotiations on EU-Ukraine Free Trade Agreement, the country's participation in EU agencies and programs, cooperation between Ukraine and international financial institutions, and improvement of the country's investment climate.

ICPS experts work in European think tanks

Thanks to the International Fellowship Programme for Learning and Exchange in Philanthropy, European integration and foreign policy analyst Natalia Shapovalova spent time at the European think tank FRIDE (Madrid). FRIDE generates the best and most innovative thinking about Europe's role in the international arena. During her six-week internship at the FRIDE, Ms. Shapovalova gained an insight into FRIDE's work and participated in the center's research. The results of her efforts were two analytical reports: "An EU-Ukraine Enhanced Agreement: Will it Further Democratic Consolidation?" and "Ukraine: Lynchpin for European Energy."

Centre critically evaluates and assists the government

Ukraine's performance and potential

Ukraine needs a system for developing and evaluating state policy that is based on the analysis of real data. Benchmarking is one of the instruments that will help the Ukrainian government set objective policy priorities and find solutions to them. As part of the "Socio-Economic Performance and Potential Analysis Capacity" (SEPPAC) project, ICPS, the Ministry of Economy, the Ministry of Finance, and the National Bank of Ukraine prepared two analytical reports benchmarking Ukraine's performance. The reports present the results of a comparative analysis of quality of life in Ukraine and 62 other countries, a demographic forecast for Ukraine for 2050, and an evaluation of its potential GDP. The paper also focuses on two other burning issues for Ukraine: energy efficiency and efficiency of social protection funding.

These materials can be used by the Ukrainian government to develop effective economic policy and overcome the challenges of the demographic crisis that the Centre's economists are forecasting. In 2008, ICPS experts also analyzed GDP potential and quality of life in Ukraine by oblast and analyzed the gender approach to budget policy. The 2008 report will be published and widely disseminated in spring 2009.

ICPS provides support to EU-Ukraine FTA+ negotiations

ICPS continues to work on formulating the Ukrainian position for negotiations on a new enhanced agreement with the European Union. In 2008, with financial support from the Swedish Agency for International Development (SIDA), the Centre implemented the “EU–Ukraine FTA: Analytical, methodological and informational support for negotiations” project.

Ukraine’s Participation in European Union Agencies and Programs: Prospects and opportunities. In 2007, the European Commission presented a list of agencies and programs that are partly or completely open for neighboring countries to participate in, including Ukraine. Given the lack of consolidated information on this subject, ICPS has prepared a report called “Ukraine’s Participation in European Union Agencies and Programs: Prospects and Opportunities.” The document contains detailed information about EU agencies and programs; it already serves as the analytical base for discussions within the ministries and the foundation of future, informed decisions of the Government of Ukraine.

Economic modeling in preparing to negotiate an FTA+ with the EU. The success and duration of negotiations between Ukraine and the EU over an agreement on an FTA depend on the degree to which interest groups understand its possible impact on the economy as a whole and on specific sectors and markets. The process of economic modeling and the results it provides are the kind of information that can be used to develop negotiating positions, to hold meaningful consultations with stakeholders, or to decide on policy measures. Within the project, ICPS has published a report called “Economic modeling as a preliminary component in negotiating a Free Trade Area between Ukraine and the EU.” The study covers trade in sunflower seed and labor market.

Regional consultations. ICPS experts together with the Ministry of Economy also held regional consultations on the possible consequences and prospects for EU-Ukraine FTA+ in Dnipropetrovsk, Donetsk, Poltava, Kharkiv and L’viv, Odessa and Uzghorod. During the debates it was noted that certain sectors of the economy, such as agriculture, are non-competitive and may lose from the signing of an FTA. Representatives of business also complained about the inconsistencies in legislation that regulates border crossings by trucks and their transit through Ukrainian territory. At the same time, the conclusion was reached that economic integration with the EU, as opposed to political integration, has a good chance of being implemented. However, the government must consult more actively with representatives of regional business circles on existing and planned European integration measures.

Centre influences effectiveness of migration policy

ICPS continues to focus on Ukraine’s migration policy. This policy generally comes down to doing battle with illegal migrants and Ukraine’s international commitments regarding the protection of asylum-seekers. Resolving general issues with managing migration flows, especially engaging immigrants to work to support sustainable demographic and socio-economic development, using the potential of the Ukrainian diaspora abroad, effectively controlling migration in order to prevent the negative consequences of migration and the violation of the rights, freedoms and lawful interests of migrants and citizens of Ukraine alike, is so far beyond the attention of state policy-makers.

As part of the “Managing Migration in the Black Sea Region: Improving the implementation of national policy in Ukraine, Moldova and Romania through regional cooperation with NGOs” project, an analysis was conducted of the realities, problems and potential ways of improving migration policy in these countries. The results of the analysis were presented to all interested parties in Kyiv, Chisinau and Bucharest. Another project result was the creation of a regional network of NGO and government experts and politicians that specialize in migration policy.

ICPS proposes new approaches to formulating national security policy

ICPS continues working on strengthening Ukraine’s security and defense policy. First and foremost, this means formulating a common methodological basis. Developing a process of security policy formation that is based on common methodological rules will foster the

establishment of a sustainable system of state planning and management, the formation of a clear chain-of-command in the decision-making process with the necessary two-way and horizontal links and with clearly defined duties and powers, and the accountable engagement of all of the participants in the political process.

Together with another leading Ukrainian think tank – the Razumkov Center – ICPS is implementing the “Ukraine in the regional security system: Methodological barriers to forming national security policy” project. As part of the project, experts conduct seminars and workshops for specialists from security-related departments at central executive bodies, educational institutions and research centers. The measures are aimed at instituting a common approach to establishing a rational national security system in Ukraine.

Spain and Ukraine: Prospects for partnership

The Centre is expanding the initiative launched last year to strengthen Ukrainian-Spanish relations. Following the working group on “Spain and Ukraine: Prospects for partnership”¹, which took place in Barcelona in 2007, experts from ICPS and the CIDOB Foundation (Barcelona) prepared recommendations on how to further build the Ukrainian-Spanish partnership.

During the second joint event in Kyiv in December 2008, Spain’s experience in democratization and European integration was presented to Ukrainian experts. The participants also discussed the priorities of Spain’s EU presidency in 2010 and outlined possible forms of cooperation between the two countries.

ICPS improves gender legislation in Ukraine

In 2008, ICPS worked on gender problems, having successfully implemented the “Policy campaign for promoting gender equality in Ukraine” project in partnership with the Center for Ukrainian Reform Education. As a result of the project, changes to laws were drafted that would introduce effective mechanisms to protect against gender discrimination and create conditions to equalize the representation of women and men in elected bodies. The Centre’s experts drafted two bills: “On preventing gender-based discrimination” and “On changing and amending certain laws of Ukraine” regarding equal rights and opportunities for women and men. The latter was submitted to the Verkhovna Rada by the parliamentarian from the Our Ukraine – People’s Self-Defense Bloc (NUNS) Iryna Herashchenko.

The project was successful due to its information campaign: know-how gained as a result of the analysis of state gender policy and drafted bills were widely presented to the public in 13 oblast centers in Ukraine.

ICPS is convinced that introducing gender aspects into the formation of Ukrainian legislation is an issue of social equality. It is necessary for ensuring equal and sustainable human development.

ICPS participates in the development of an innovative doctrine for Ukraine

Countries that have made innovative development a national priority have taken on a leading role in the modern globalized world. Ukraine, despite opposition to innovation by certain interest groups, has not lost its potential for innovative development.

The International Centre for Policy Studies became one of the initiators of an innovative doctrine for Ukraine and former ICPS Director Volodymyr Nikitin was one of its authors². The success of innovative policy should be based solely on public support for innovative ideas for development.

¹ The event was the initiative of ICPS, the CIDOB Foundation (Barcelona) with the support of Madrid branch of the Friedrich Ebert Foundation.

² The innovative doctrine for Ukraine was developed on the basis of the conclusions and principled positions that were discussed and approved during the First National Innovative Forum “Ukrainian Innovative Doctrine.” The National Innovative Forum was held under the aegis of the National Security and Defense Council of Ukraine on December 14-15, 2007.

In particular, the ideology of survival and recreation of outdated social relations should be replaced with an ideology and organization of an innovation-oriented society. According to its developers, the main strategic objective should be the creation of a center for policy and management of the country's future.

ICPS evaluates service quality in the capital

The position of the local community is critically important for municipal policy to be successful and effective. In October 2008, the International Centre for Policy Studies carried out the second survey under the "An evaluation of municipal services in Kyiv: Selecting the Best District" project³. Compared to last year, the Shevchenkivskiy district strengthened its position even more and took first place for the second time among the 10 districts of Kyiv for the quality of services provided.

Of the eight types of municipal services surveyed, Kyiv residents only gave two better-than-average points: education and the distance to grocery stores, markets and pharmacies from their places of residence. The most problematic areas were: conditions for satisfying demand among residents for cultural and sports activities – 3.36 points; public transport and medical services.

Decentralization in Action: Five examples from CIS countries

A series of studies gathered in the publication called "Decentralization in Action: Five examples from CIS countries" was published within the framework of the "LGI 2006/2007 Policy Fellowship for Russian-speaking Experts" project funded by the Local Government Initiative of the Open Society Institute⁴. The publication contains analysis by Fellows from Armenia, Kazakhstan, Kyrgyzstan, Russia and Ukraine of their country's state policy pertaining to residential services on the local level and policy recommendations on how to improve them.

ICPS – A platform for discussing state policy

Evolving the electoral system

Ukraine is still searching for the best version of an electoral system for itself, one that would establish a healthy balance between a democratic political system and an effective one and would foster the evolution of political parties.

As part of the "Options for the Electoral System" project⁵, experts drafted a discussion paper about the evolution of Ukraine's electoral system and suggested the basic options for its further evolution. The paper was presented during a one-day roundtable attended by representatives of parliamentary factions, political parties that are not in parliament, leading experts, journalists and representatives of international organizations. During discussions, the main problems with and flaws of the current system were discussed, as was the purpose of reforming the parliamentary electoral system. Experts came to a number of final conclusions: there is understanding of the need for change, but there is no desire among those political forces in power to implement such changes.

³ In 2007, ICPS carried out the first independent survey of public opinion regarding the quality of public services being provided. The results of the poll and enormous interest in the press showed that studying public opinion on the quality of public services needs to continue. The opinion of residents of Kyiv regarding the quality of services the city provides was surveyed using questionnaires.

Respondents were asked to rate eight areas: the delivery of residential and basic services; the operation of municipal public transit; the work of medical facilities; the provision of educational services at schools, lyceums and gymnasia; the provision of administrative services to residents by local governments; the distance to grocery stores, markets and pharmacies from local residences; providing conditions for raising children and providing them with recreation; establishing conditions enjoying cultural and sports activities.

⁴ ICPS has coordinated this project for two years from its launch in 2006.

⁵ The project was financed by the MATRA KAP Program of the Royal Embassy of the Netherlands in Ukraine.

“Who will rule the country in 10 years? The problem of forming political leadership in Ukraine” round-table

One of Ukraine’s problems is that the so-called “old political elite” is still in power. Young people, who are being exposed to higher quality education and who are reform-oriented, have limited opportunities to influence changes in the country. The issues of how to change the situation and engage youth in the policy- and decision-making process were discussed during the ICPS roundtable.

The participants came to the conclusion that young people have to set concrete goals, even if small at first, such as being elected to a post in local government. Meanwhile, representatives of the older generation who are not indifferent to the issue should facilitate the creation of a new generation of Ukrainian politicians, in particular, by engaging the best young leaders in governance.

Public consultations on local government reform in Ukraine

ICPS experts together with the Center for Ukrainian Reform Education held extensive public consultations on reforming local government bodies as part of the “Public Consultations on Reforming Local Government in Ukraine and Public Awareness Campaign—Phase 2” project⁶.

ICPS’s political analysts presented options for reforming local government bodies in Chernivtsi, Lutsk, Zhytomyr, Sumy, Dnipropetrovsk, Mykolayiv and Kirovohrad. An international expert, Deputy Chair of the Hungarian National Office for Regional Development Györgyi Nyikos, was also involved in these consultations and presented the Hungarian experience. Based on the results of these discussions, the Centre’s analysts prepared a White Paper that outlines key problems in local government, summarizes the positions of various interest groups regarding these problems and suggested pathways to a solution. This helped inform the public about the importance of reform and the problems of carrying it out.

“How will Ukraine’s economic integration with the EU in the context of a Free Trade Area affect the social sphere?” round-table

Ukraine and the EU have begun talks on an Agreement to set up a free trade area (FTA). Today, there are already results of various assessments of such an agreement for Ukraine’s economy and various sectors. However, there is no information about the likely changes on the labor market with the liberalization of trade and the adoption of European standards.

In March, the Federation of Ukrainian Trade Unions (FUTU) and ICPS organized a roundtable to determine which sectors and regions would be vulnerable and which policy issues would need further study and consultation between the Government and interest groups. ICPS analysts presented the results of a preliminary analysis of the likely impact of liberalized trade with the EU on Ukraine’s labor market.

“How to resolve problems in the residential services sector in Kyiv and in Ukraine”

Ukraine’s residential services sector (RSS) is one of the largest in the country and one that has a major impact on the daily lives of every individual and on the situation in the economy as a whole. Since the time that Ukraine gained independence, this sector has accumulated unresolved problems that today give reason to say that it is in a state of ever-deepening systemic crisis. And this threatens the lives of Ukrainians and their national security.

On the eve of the National Residential Services Day, in March, ICPS and the Urban Institute held a roundtable called “How to resolve problems in the residential services sector in Kyiv and in Ukraine.” Representatives from this sector summed up the results of their work over the year and discussed problems in the sector.

⁶ The project was funded by Britain’s Westminster Foundation for Democracy (WFD).

The main conclusion at this roundtable was that without radical reform to the residential services sector, the country could be facing an infrastructure catastrophe. Three sets of objectives need to be undertaken in parallel in order to resolve the problems: support the efforts of communities and providers at the local level; establish a clear regulatory system, including assessing service quality and monitoring the carrying out of service plans; develop a policy of inclusion of positions of all interest groups on the residential services market.

Public presence is a guarantee of the dissemination of ICPS's work

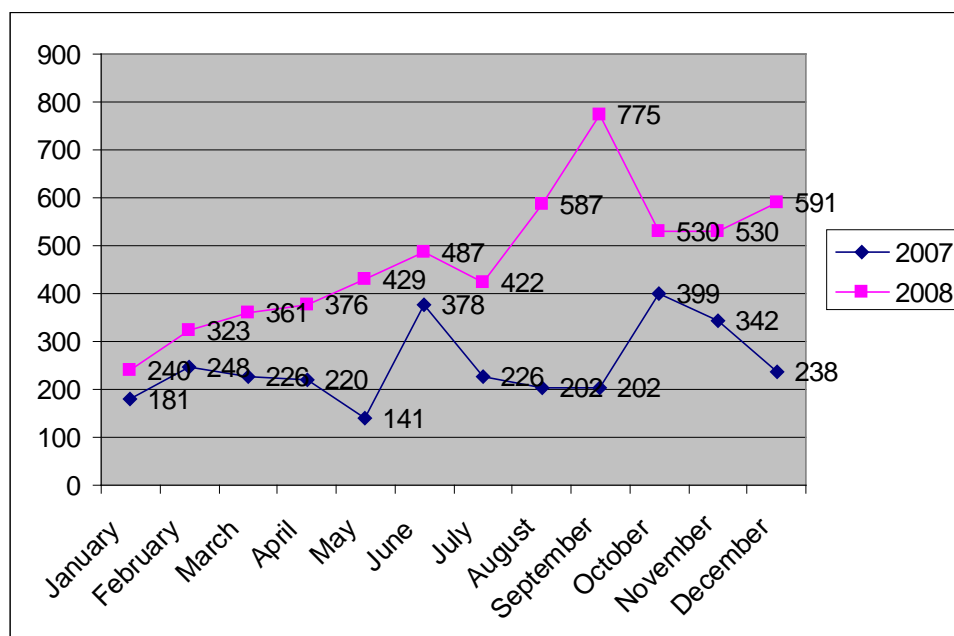
In 2008, ICPS experts actively worked with the media. Articles and comments on various issues were regularly published in influential papers and in internet publications. During the year, the media turned to the Centre's experts for comments on a daily basis. ICPS experts aimed to focus the attention of government, business and the public on such issues as:

- ***Cures for the Verkhovna Rada.*** Although no party wrote in its election platform that it would block the podium in the country's legislature, hang balloons and decorate the chamber with placards, break microphones, or take over the electrical panels of the parliament, this was the kind of activity that occupied the lion's share of efforts by elected representatives in recent months. Given the negative reaction of voters to this behavior, why do deputies persist in doing this? How can the legislature be made into a more effective instrument? Political analyst Ivan Presniakov wrote in an article for the online publication *Ukrainska Pravda* that the electoral system needs to be changed and that regional leaders, SMEs and civil society organizations should step up and insist on it.
- ***Ukraine's political system: Crash, freeze, reboot.*** For the umpteenth time, Ukraine finds itself hostage to a serious political crisis. ICPS has pointed out many times that without democratic institutions that can protect and entrench the democratic freedoms the country has attained, political stand-offs among various political players will continue to push the country into repeated dead ends. ICPS analysts Viktor Chumak and Ivan Presniakov wrote an article for the on-line publication *Ukrainska Pravda* on problems with Ukraine's political system and possible directions that the political process could evolve in.
- ***Ukraine's universities need to rise to international standards.*** Ukraine's post-secondary educational institutions need to change. Yet the platform from which it might be possible to transform higher education in Ukraine has not yet been set up. ICPS analyst Volodymyr Nikitin wrote in an article for the journal *Expert* that there are several aspects involved in reforming post-secondary education. One of the main conditions for this kind of reform, he writes, is to establish at least one institution that is world class, with global strategic objectives.
- ***Slovenia's presidency: New Member States learn to run the EU.*** For the first time since the big-bang EU enlargement in 2004, the EU presidency was held by a new Member State, Slovenia. Slovenia took the torch from Portugal, which had managed to take an important step towards completing internal reform in the Union. What are Slovenia's plans for the next half-year? What will it manage to achieve over this time in internal EU policy and how will Slovenia represent the EU on the international arena? The answers to these questions by ICPS analyst Olga Shumylo were published on the Euro-Atlantic Ukraine website.
- ***Hryvnia likely to fall further.*** The dollar rose significantly against the hryvnia in the fourth quarter in Ukraine. The main reason for the strengthening of the American currency is the considerable openness of the Ukrainian economy amid the worst global financial crisis in decades. Such was the analysis provided by ICPS analyst Oleksandr Zhohud to the on-line publication *Gazeta.ua*. Among the factors that will cause the hryvnia to fall further: importer demand for currency; global investors

leaving Ukraine; and a decrease in inflow of foreign currency from exports, most notably from a drop in metallurgy exports.

In October we registered 775 references to ICPS in the media

In 2008, we registered an unprecedented number of references to ICPS in the media. The previous record, set in October 2007, was 399. Starting in the second quarter, we recorded new highs: 429 in May, 487 in June, 530 in November, 587 in August and 775 in October – a new record-high of references to ICPS for a single month.



The highest number of references to ICPS in the media were related to the following events:

- on inflationary processes, comments by ICPS economist Oleksandr Zholud (January–April, 183 references);
- on the devaluation of the hryvnia, comments by ICPS economist Oleksandr Zholud (October, 151 references);
- on the forecasted growth in unemployment in Ukraine, comments by ICPS senior economist Ildar Gazizullin (November, 65 references);
- ICPS economist Oleksandr Zholud’s opinion on reasons for the dollar’s fall (March, 53 references);
- presentation of the twin “Ukraine’s Potential and its Realization” reports under the “Socio-Economic Performance and Potential Analysis Capacity” (SEPPAC) project (March, 44 references);
- presentation of *Consumer Confidence* – a regular publication by ICPS and GFK (November–December, 36 references);
- presentation of the results of the survey “Best District in Kyiv 2” (October–November, 30 references).

Institutional changes aim to improve the work of the Centre

New ICPS Director

By a decision of the Supervisory Board, Olga Shumylo was named the new ICPS director. Olga Shumylo is an expert in European integration who worked as an advisor to Hryhoriy Nemyria, Ukraine's Deputy Prime Minister for European and International Integration, over the past year. Ms. Shumylo was responsible for the EU-Ukraine Free Trade Agreement negotiations, the country's participation in EU agencies and programs, cooperation between Ukraine and international financial institutions, and improvement of the country's investment climate. Over 2003–2007, Ms. Shumylo ran the Department for European Integration at ICPS and was responsible for the Centre's external relations. She also led the expert group for the preparation of policy papers and briefs on various critical EU-related issues. Among her most recent publications are: "An Impact Assessment of the Free Trade Agreement between Ukraine and the EU" and "Ukraine's Participation in EU Agencies and Programs: Prospects and Opportunities." In 2004, Ms. Shumylo also worked as a visiting research fellow at the Center for European Policy Studies in Brussels. Ms. Shumylo holds a Master's degree from the London School of Economics.

ICPS Strategy for 2009- 2010

The unstable political and difficult economic situations demand better government policy. Experts pointed out the necessary reforms a long time ago. However, questions remain unanswered as to why these reforms haven't been introduced. Starting in 2009, the Centre plans to focus its attention on developing and introducing an algorithm for carrying out basic reforms on the basis of a full public policy cycle. The Centre's new mission will be to support Ukraine's further democratization through assertive and deliberate Europeanization. For this, two umbrella programmes – on Constitutional reform and European integration – will be created. ICPS management team will also work at strengthening the Centre's communication and advocacy by developing a new strategy and launching new communication tools.