

ICPS newsletter

Policy analysis units will foster the effectiveness of the government activity

The major goal of administrative reform is to establish a new government machine, capable to develop effective decisions. For decision making the government needs quality information and analytical underpinnings: in order to win public support the government must justify its decisions, prove why they were better than alternatives, and predict their consequences. The development of governmental policy analysis units, capable to perform policy analysis and to introduce changes in the government decision-making process, is an important step towards the establishment of effective bureaucratic machine. The International Centre for Policy Studies, with the support of the International Renaissance Foundation, co-operates with the government of Ukraine assisting to build the network of these policy units

In a democratic society, the special function of the government is the development and implementation of public policy. Public policy needs to be skilfully presented and soundly defended in the communicative environment that ensures public support for the government actions. The lack of the government capacity to justify its policy decisions has been among the main causes of slow reforms in Ukraine.

The development of democracy in Ukraine requires the creation of the new government decision-making system that would guarantee the comprehensively underpinned options for public policy decisions and analysis of their consequences. The government will be able to fulfil its strategic role only if it builds its own analytical capacity and abilities to determine the primary objectives and to use available resources effectively.

As the decision-making system inherited from the Soviet Union appeared to be ineffective, the executive power has faced the urgent necessity to change the policymaking process. Ukraine still does not have bureaucratic culture to make public policy recommendations. In developed countries, when making

decisions, ministers and politicians rely on analysts' recommendations concerning options, trade-offs, and consequences of alternative options. The recommended options should include analysis of available resources and potential obstacles in the process of adoption and implementation of alternative policies. Well-prepared analysis makes it possible to assess the results of certain decision.

Ministers, who can choose among several policy options, undertake the political responsibility. At the same time, the behaviour of public servants should be politically neutral as it is required by their duties: to perform analysis of different policy options and their possible effects, and to faithfully implement the option adopted by policymakers. That is the very bureaucratic culture of policymaking process to be developed in Ukraine.

The development of governmental policy analysis units, capable to perform policy analysis and to introduce changes in the government decision-making process, is an important step towards the establishment of effective bureaucratic machine. Policy analysis and strategic planning units should become centers for government

Last Week

The World Bank has renewed a contract with ICPS on publishing the bulletin *Transformatsiia*.

A new issue of the bulletin *Transformatsiia*—a Russian-language version of the World Bank's *Transition* newsletter, issued and distributed by ICPS under a contract with the World Bank—was published last week. This issue signifies a start of a new ICPS annual contract on publishing the bimonthly well-known bulletin of the World Bank.

Transition aims to inform the public-at-large about the process of reform in countries in transition. In the last eight years the bulletin has turned into a powerful tool for disseminating ideas and initiating discussions on economic and social development in Eastern Europe, Central Asia, China, and Vietnam.

The new issue contains the following topics:

- a changing development landscape: globalisation and localisation;
- what went wrong with foreign advice in Ukraine? (an article by Vira Nanivska, ICPS director);
- how to better manage China's state owned enterprises;
- ethnic unmixing and forced migration in the transition states;
- money laundering scandal in Russia;
- financial-industrial groups in Russia;

- statistical systems in transition economies;
- UNDP's Human Development Report for Central and Eastern Europe and the CIS.

If you wish to receive the bimonthly bulletin Transformatsiia regularly, please send your information to the e-mail address : marketing@icps.kiev.ua or contact Oleksiy Blinov, ICPS marketing office, tel.: (380-44) 463 6337

In Two Weeks

ICPS begins a series of public hearings. During May-June, the International Centre for Policy Studies, with the financial support of Freedom House, will hold six public discussions of the Government Action Plan:

- agricultural reform (on May 12);
- regional reform (on May 17);
- budget policy (on May 24);
- changes in the business environment (on May 31);
- reform policy in the power sector (on June 7);
- administrative reform (on June 14).

The main task of these public hearings is to build general public understanding of the goals of public policy and unified vision of social interests. Participants of these meetings will discuss the implementation of the Government Action Plan.

For information on participating in these public discussions, please contact Olga Kolovitskova, tel.: (380-44) 463-5974, e-mail: ok@icps.kiev.ua, or Andrew Bega, tel.: (380-44) 463-5967, e-mail: ABega@icps.kiev.ua

decision making according to the new procedure and world standards. To do this, unit members have to get familiar with international experience in the field of policymaking and methods of policy analysis as well as to learn how to prepare quality policy papers.

Importantly, the units should include servants of the Secretariat of the Cabinet of Ministers and ministries who empowered to influence and promptly change policymaking process. Unit members will be able to share acquired knowledge and skills within their government agencies. This will be the way towards a qualitatively new system of policymaking.

Due to the development of the network of policy analysis and strategic planning units in the government of Ukraine the following positive changes could be achieved:

- *the quality of government policy papers will improve.* The government of Ukraine will have units of specialists with knowledge of policy analysis capable to use this knowledge for development of government policy papers. These specialists will not only develop quality policy papers by themselves but also will share their knowledge with other public servants. This will be the way to develop a training system within the government agencies;
- *unified standards of government policy papers will increase effectiveness of the decision-making process.* Unified standards of documents prepared by the government needed to be developed. These standards will not only require

sufficient analytical quality of the documents but also will facilitate the processing of documents;

- *collective strategy for solving priority problems will be developed.* The main task for unit members will be to identify a set of problems, the government should concentrate on. Unit participants will have to develop strategy for solving these problems. As a result of such activity, the government will have a common strategy for solving these problems;
- *communication procedures will be improved.* Establishment of policy analysis units will help to improve consultations both within the government and with outside experts. In this way the communication and informational support of the government will improve. Government officials will have a better understanding of the problems and will take into account their interdependency;
- *international technical assistance will be used more effectively.* The government will have a group of experts that will understand the role of international technical assistance provided to the government of Ukraine. These experts will define types of necessary technical activity and those fields this activity has to be aimed at. Therefore, the international technical assistance will improve. ■

For further information, please contact Milena Kornil, coordinator of ICPS's project titled "Network of Policy Analysis and Strategic Planning Units in the Government of Ukraine". Tel.: (380-44) 463-5967, e-mail: MKornil@icps.kiev.ua

Big Event

ICPS warmly congratulates Ksenia Ovcharenko and her husband Arkadi on birth of their daughter. We share the parent's happiness and wish their baby lucky fortune.

Let her life be full of warm and sun!

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The International Centre for Policy Studies is an independent non-profit research organisation with the objective of improving the Ukrainian policy development process. This is achieved by increasing the know-how of key government officials for policy choices, formulation, and debate, and the awareness of the public-at-large of the benefits of policy. Director of ICPS is Vira Naniivska. Address: 8/5 Voloska Street, Kyiv 04070, Ukraine Phone (380-44) 462-4937/38/58 Fax (380-44) 463-5970 Web-site: <http://www.icps.kiev.ua>