

ICPS newsletter[®]

The ICPS Annual Report for 2006

2006 was a year of significant achievements for the ICPS in promoting and popularizing the concept of public policy in Ukraine. The Centre's success in disseminating public policy concepts and procedures has been so significant and evident that President Viktor Yushchenko appointed ICPS Director Vira Naniivska President of the National Academy of Public Administration (NAPA). The editorial team would like to offer our readers a brief look at the Centre's main achievements over 2006

Active participation in reforming public administration

ICPS has been paying the maximum of attention to developing an effective mechanism for transforming the country's system of public administration. The Centre's achievements in instituting public policy and reforming the system of government were highly appreciated by Ukraine's leadership. On 2 June 2006, the President issued a Decree appointing Vira Naniivska, ICPS Director since 1997, President of the National Academy of Public Administration under the President of Ukraine (NAPA). This appointment will make it easier to institutionalize public policy in Ukraine's system of public administration.

From September to December 2006, ICPS specialists implemented a project called "Modernizing the National Academy of Public Administration (NAPA)." They participated in developing a concept for reforming this institution, consulted with the working group on public policy formats, and scrutinized the resulting documents. The Centre's practice in reforming the civil service will help transform NAPA into a professional school for civil servants and local government officials.

Generating demand for public policy procedures

Whereas training in this area was financed by international donor so far, in 2006, the state began to pay for central and local government bodies to learning public policy methods.

The Centre successfully implemented a project called "Setting up Policy Analysis Groups (PAGs) in Central Executive Bodies," which was the first such project to be funded by the State Budget, confirming the fact that the Government has recognized the priority and importance of instituting public policy procedures.

Having drafted 10 Green and 10 White Papers on some of the most burning issues in the country's economic and political life, government specialists are slowly mastering the methods of public policy—a proven instrument to support the work of a democratic government and bureaucracy.

These policy analysis groups also provided a platform for launching the Twinning program in Ukraine, an instrument that helped candidate countries acceding to the EU to effectively use the expertise of civil servants from EU Members States.

Ukraine's negotiating position on the EU FTA

The granting of market economy status to Ukraine by the EU and the US and Ukraine's anticipated accession to the World Trade Organization open the door to negotiations with the EU on a Free Trade Area. Together with European donors, especially the European Commission, ICPS specialists have launched a series of projects to openly formulate Ukraine's position in anticipation of talks on an FTA.

15 events were organized under the project "Public consultations on EU-Ukraine FTA" with the participation of representatives of government and business and independent experts. After the various discussions, analytical briefs were put together, containing various possible outcomes of a Free Trade Agreement with the EU for each of these sectors of Ukraine's economy, stakeholder positions, and recommendations for future negotiations.

Helping improve election platforms

As a leading Ukrainian think-tank, the Centre concentrated its activities on the quality and content of election programs. ICPS specialists helped participants in the election process develop better quality,

realistic election platforms. In proposing solutions to key voter issues, the Centre's specialists worked to reflect the interests of all stakeholders. Thanks to these efforts, party platforms included such critical aspects as:

- specific procedures for public involvement in public administration;
- honest competition among political forces.

Providing analysis to parties in the new Rada

After the Verkhovna Rada election campaign was over, the main political forces had a critical need for analytical support from think-tanks. ICPS prepared a number of policy papers that have become the basis for the activities of top political organizations in Ukraine.

- The process of a Government handing over power to the next Government is one of the most important principles in a democracy. ICPS drafted a paper that describes international practice in the transfer of power and commitments from one Government to another.
- The work of the Centre's specialists on the Coalition Agreement, a document describing strategic areas for domestic, foreign and economic policy, became another important area of ICPS activity.
- The effectiveness and success of the current Cabinet of Ministers will largely depend on coordinated and organized cooperation between the Government and the political forces forming it. As Ukrainian parties do not have much experience in this area, ICPS has developed mechanisms for communication between a legislative coalition and the Government.
- In a democratic society, the opposition plays an important socio-political role by placing checks on the government and offering alternatives to government decisions. While working on a paper about the activities of the opposition in Ukraine, ICPS prepared recommendations for institutionalizing the opposition and ensuring that its activity has greater substance.

ICPS position is reflected in EU-Ukraine Readmission Treaty

The Readmission Treaty that Ukraine and the European Union signed in October 2006 is, in fact, a commitment by Ukraine to share responsibility with the EU for the security of the common European area that Ukraine wants to become a part of. However, analysis of the way that Ukraine's policy in the control of illegal migration is actually handled currently revealed that the country was far from ready to carry out the terms of the Readmission Treaty as they pertain to third-country nationals.

Thus, ICPS specialists, in their public statements and in a White Paper called "Ukraine's Policy to Control Illegal Migration," emphasized the need to establish a transition period and to share the financial burden with the EU. The proposals made by ICPS analysts were reflected in the final version of the Readmission Treaty.

Launching debate on NATO accession

The question "To join, or not to join" has overshadowed the entire debate on integration into the North Atlantic Treaty Organization. To break this deadlock, ICPS is proposing two main things: reasonable, unbiased analysis and open, constructive dialog.

To achieve this, the Centre organized and held an international conference called "Intensified Ukraine-NATO Cooperation: The Challenges and Benefits of Accession to the Membership Action Plan," with the financial support of the NATO Information and Documentation Centre in Kyiv and the Embassy of the Kingdom of the Netherlands to Ukraine. This conference became the wrap-up public event of a project called "Campaign to Increase Public Awareness of Government Defense and Security Policy."

The Centre's specialists say that, although public debate about NATO will never establish 100% consensus among the country's politicians or voters about a single right decision, it should make it possible to reach agreement on the criteria that should be used to make this decision and to ensure that voters and politicians alike are able to make a well-informed decision.

A continuing resource for NGOs

Civil society organizations in Ukraine remain fairly weak in terms of affecting the formulation and implementation of party policies. As part of a project called "The Impact of NGOs on the Formation and Implementation of Political Platforms,"

ICPS helped community organizations develop skills to analyze, monitor and evaluate the platforms of political parties in four regions. During the 2006 VR election, ICPS trained community organizations and voters in these four regions to have a greater impact on the development and implementation of party policies.

ICPS continued to train NGOs in strategic planning, developing policy, analyzing government policy, and preparing documents according to international models and standards.

As part of a project called "Methods and Training Support for Regional CSOs to Prepare and Run Public Lobbying Campaigns," ICPS provided methodological and training support for regional organizations to prepare and run public lobbying. Over 2006, ICPS held a series of consultations with six regional NGOs.

ICPS has been working actively with NGOs and policy centers from the CIS and CEE countries through public policy seminars, sharing its experience in setting up public policy centers, and participating in joint projects.

Internal changes

In July, Alexander Kwasniewski, former Polish President and a politician of world stature, became the new Chair of the ICPS Supervisory Board. Even now, Mr. Kwasniewski continues to play an important role in Ukrainian-Polish relations, acting as an advocate and an expert in issues related to Ukraine in European and global political circles. Thanks to his leadership, the Centre is raising its profile in international circles and ramping up its activity related to European integration processes. Thanks to his leadership, the Centre is raising its profile in international circles and ramping up its activity related to European integration processes.

Vitaliy Klitschko, a world-class Ukrainian boxer, joined the Centre's Supervisory Board. This past year, Mr. Klitschko moved into the political ring, coming second in the March race for Mayor of Kyiv.

In late 2006, ICPS Director for Development Volodymyr Nikitin was officially appointed a new ICPS Director. Mr. Nikitin is a specialist in organizational aspects of development in administration, education and research. Over the last six years, he participated in the preparation and implementation of more than 30 projects in public policy, including joint projects with the Government of Ukraine. Mr. Nikitin is a PhD in Sociology with a post-graduate

By the way...

- Public consultations called "The Essence of Political Reform and Its Impact at the Local Level" took place in Chernivtsi on 28 February and in Lutsk on 1 March. These consultations were held as part of the "Public Consultations and Information Campaign on Political Reform in Ukraine" project that is being jointly implemented by ICPS and the Center for Ukrainian Reform Education (CURE). During these debates, ICPS Director of Political Programs Viktor Chumak made a presentation called "Political Reform in Ukraine: Its Essence and Impact at the Local Level."
- A roundtable called "Current issues in the legislation of gender parity and equal opportunity for women and men" took place on 28 February. This event was held as part of the "Policy campaign for promoting gender equality in Ukraine" project that is being financed by the European Commission and implemented by ICPS and CURE.

Handbooks for local government

As part of the "People's Voice" project, three practical handbooks have been published. "Results-based Management for Local Governments" was prepared using the results of a local initiative to improve the quality of services provided by local government in Komsomolsk. The other two handbooks, "Practical Management for Employees of Local Government Bodies" and "Ways to Form and Effectively Use the Resources of a Territorial Community," were based on the results of a several-month training program for local government bodies, organized by the US-Ukraine Foundation as part of the "People's Voice" project. The "People's Voice" project is being financed by the Canadian International Development Agency (CIDA) and implemented by the World Bank, the International Centre for Policy Studies and PADCO, a consultancy.

degree in architecture. He is also the author of many public policy methodological materials. ■

The editorial of the ICPS newsletter has provided this abridged version of the ICPS Report for 2006. To view the full version, visit us at http://www.icps.com.ua/doc/Report_ICPS_2006_e.pdf. For additional information, contact Olha Lvova by telephone at (380-44) 484-4400 or via e-mail at olvova@icps.kiev.ua.

icps newsletter is a weekly publication of the International Centre for Policy Studies, delivered by electronic mail.

To be included in the distribution list, contact the ICPS publications department at marketing@icps.kiev.ua or call (380-44) 484-4400.

icps newsletter editor Olha Lvova (olvova@icps.kiev.ua). Phone: (380-44) 484-4400.

English text editor L.A. Wolanskyj. Articles may be reprinted with ICPS consent. **icps newsletter** on the web: <http://newsletter.icps.kiev.ua>