The Centre for Economic Strategy (CES) is entering a new stage of development, which involves transitioning from growth focused on individual projects to ensuring institutional sustainability and enhancing systemic influence on economic policy formation.

The strategy for 2026–2028 defines the key priorities of the organization's activities:

- strengthening influence on economic policy and reconstruction processes;
- development of flagship analytical products;
- institutional strengthening of the organization;
- expansion of international presence and partnerships.

The organization continues to operate in the conditions of a full-scale war, which requires a combination of strategic planning and readiness for rapid response to crisis challenges. In this context, the strategy involves two complementary approaches: a positive scenario as the main development vector and a negative scenario as an action plan in case of a deterioration in the security and operational situation.

1. OUR FOUNDING PRINCIPLES

CES is an independent analytical center specialising in public policy research. The mission of the organization is to support reforms in Ukraine aimed at achieving sustainable economic growth.

CES contributes to shaping the strategic vision of Ukraine's economic development, conducts independent analysis of key areas of state policy, and works on strengthening public support for reforms. The organization was founded in May 2015.

- The activities of the CES are based on the following principles:
- economic freedom, particularly through liberalisation, deregulation, and privatisation;
- free and fair competition as the foundation of an effective economy;
- the optimal role of the state, which involves its reduction while simultaneously increasing efficiency;
- information transparency and freedom of speech;
- the rule of law and the protection of private property rights;
- sustainable and responsibly managed public finances;
- economy based on knowledge and innovation.

2. CURRENT STATE

In recent years, the Center for Economic Strategy (CES) has undergone a phase of active growth and strengthened its position as one of the leading analytical centers in Ukraine. We have developed flagship analytical products — in particular, systemic trackers and monitoring tools, transitioned to data-driven approaches, and significantly improved the quality of our research. The team has expanded, the scale of operations has grown, funding sources have diversified, and the recognition and audience of the Center for Economic Strategy (CES) have significantly increased. We have implemented internal quality assurance processes and created products that have become recognisable to government agencies, donors, and partners. This experience is the foundation on which we are building the strategy for 2026–2028.

3. STRATEGIC PRIORITIES 2026–2028

- ⇨ **A team that is growing and developing**

We are developing the team as a key resource for the institutional sustainability of the CES. We create an environment where every employee understands their role in achieving the organization's strategic goals, has opportunities for professional development, and receives regular feedback. We are implementing modern approaches to talent management, competency development, onboarding new colleagues, and performance evaluation.

- ⇨ **Quality that stands the test of time**

Analytics is the foundation of the CES activities, so ensuring its high quality remains our unwavering priority. By 2028, we aim to improve systematic monitoring, evaluation, and training across all areas of activity, as well as to more deeply integrate data-oriented approaches and technical analysis tools. We invest in the professional development of the team: training, seminars, international experience exchange — and develop new, interactive event formats where the audience doesn't just listen but takes direct part.

- ⇨ **Growth and international integration**

CES plans to grow to a team of approximately 50 specialists and expand its thematic coverage. We are forming an expert core for each direction, engaging international experts on a permanent basis, and developing partnerships with leading international media and analytical centers. This will allow us to work on more complex reforms and strengthen the role of the CES as an internationally recognised analytical center.

- ⇨ **Culture one would want to stay within**

A stable organization starts with people who feel supported, have opportunities for development, and are engaged. We provide competitive salaries and fair bonuses, support work-life balance, and regularly organise team retreats and informal events. We also form the CES community, which unites not only the current team but also the organization's alumni—those who were part of our history.

- ⇨ **A shared vision that unites**

During this time, we plan to achieve a shared understanding of the mission and values within the team — what connects project activities, external communication, and the daily work of each individual. We concentrate most of our resources on substantive, strategically important initiatives, and we also create space for internal discussions from which new ideas emerge. Gradually, the "big idea" is taking shape, uniting all of the CES activities into a single trajectory.

- ⇨ **Institutional maturity**

Strong analytics require a reliable institutional foundation. We standardise key processes, develop a knowledge management system, create a library of data and analytical codes, invest in research infrastructure, digital tools, and automation. This will help preserve and multiply expertise, increase work efficiency, and ensure the institutional sustainability of the CES.

- ⇨ **Tangible impact**

We strive for our work to leave a mark on real policy — we participate in the development and implementation of at least one key reform, strengthen our positions in Ukraine's Eurointegration processes, create regular flagship analytical products, and expand interaction with stakeholders. Our goal is to establish ourselves as one of the key sources of economic analysis for international partners.

- ⇨ **A brand that has influence**

We are developing the brand of the Center for Economic Strategy as an internationally recognised analytical center, strengthening the organization's digital presence and communication capabilities. Our focus is on creating high-quality, impactful, and accessible analytical content, developing our own public dialogue platforms, and new formats for disseminating expertise.

4. VISION OF THE FUTURE

By 2028, we aim for the CES to be perceived not only as an analytical center that produces high-quality research but also as an institution that shapes Ukraine's economic agenda and is a reliable partner for the state, business, and the international community—both in Ukraine and beyond.