



ANNUAL REPORT



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2024

ANNUAL REPORT

TABLE OF CONTENTS

ABOUT US	3
OUR MISSION	4
STRATEGIC PRIORITIES OF THE NEW EUROPE CENTER	4
WHO IS WHO IN THE NEW EUROPE CENTER	5
OUR SUCCESSES	6
THEY RECOMMEND US	12
NEW EUROPE CENTER IN 2024 IN NUMBERS	16
ANALYTICS, EVENTS AND INITIATIVES	18
COMMUNICATION CAPACITY	26
PLANS FOR 2025	28
OUR PARTNERS	30



ABOUT US

The New Europe Center was founded in 2017 as an independent think tank. The vision of the New Europe Center is as close as possible to the vision of the future of the Ukrainian state as seen by the majority of its citizens: Ukraine should be integrated into the EU and NATO.

For a long time in the analytical sector, the team of the New Europe Center managed to gain the recognition and trust not only of the Ukrainian expert community and decision-makers but also of the international diplomatic and expert community.





OUR MISSION

The mission of the New Europe Center is to conduct analytical research and project activities with a view to promoting European standards and practices in Ukraine as well as maintaining the support of public opinion leaders, EU and NATO officials for Ukraine's European and Euro-Atlantic prospects.

In our terms, "New Europe" is a Europe without fault lines; a Europe in which Ukraine is an integral part. New Europe is a combination of efforts and initiatives that would serve for the prosperity of Ukraine, the region and the whole continent.



STRATEGIC PRIORITIES OF THE NEW EUROPE CENTER

01



Enhancing the effectiveness of Ukraine's foreign and security policy through analytical materials and recommendations in line with the "New Europe."

02



Effectively and regularly communicating the advantages of Ukraine's European and Euro-Atlantic choice.

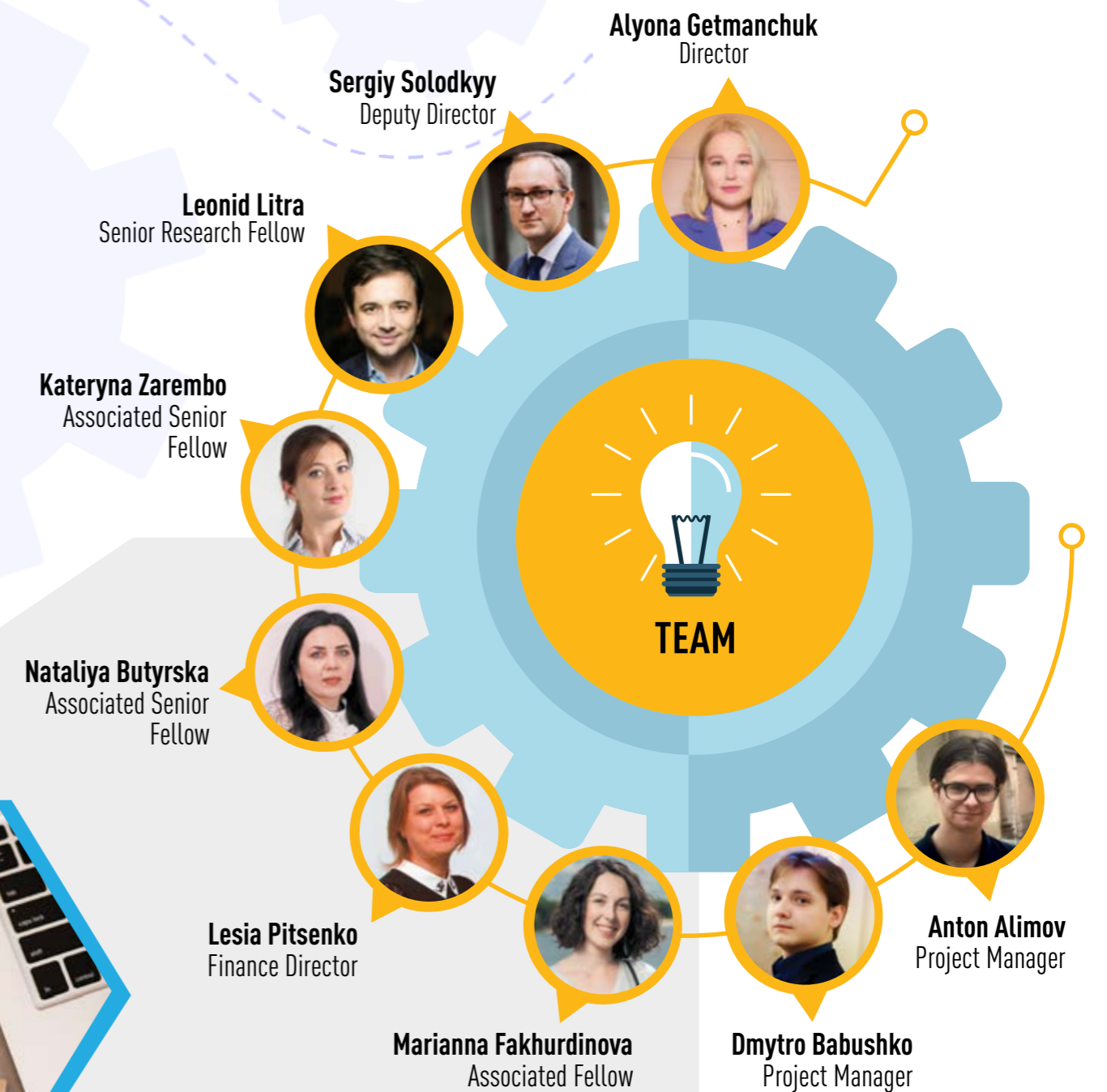
03



Increasing the level of interest of European countries and the United States in supporting Ukraine.



WHO IS WHO IN THE NEW EUROPE CENTER





OUR SUCCESSES

ALYONA GETMANCHUK, FOUNDER AND DIRECTOR OF THE NEW EUROPE CENTER, WILL HEAD UKRAINE'S MISSION TO NATO.

This decision was announced by the President of Ukraine at the end of 2024. Alyona Getmanchuk is an experienced expert in foreign and security policy, working in the analytical sector since 2009. She is the author of numerous analytical documents, many of which are dedicated to Ukraine's Euro-Atlantic integration. Additionally, Alyona Getmanchuk has nearly 15 years of experience as an international columnist and editor. Her professional portfolio includes numerous analytical articles published in leading Ukrainian and international media outlets.



Macron's idea of deploying partner troops to Ukraine. The coalition aims to unite countries advocating for stronger support for Ukraine across political, diplomatic, expert, and media levels. Its objectives include securing tangible security guarantees with a focus on NATO membership, establishing an air defense system (at least over part of Ukraine), lifting restrictions on the use of foreign weapons, and developing a mechanism for the deployment of foreign troops. More details about the "Coalition of Resolute" are available in the Center's [analytical materials](#).



FORMATION OF THE "COALITION OF RESOLUTE".

In 2024, the New Europe Center actively advocated for the creation of the "Coalition of Resolute," an alliance of countries ready to enhance their support for Ukraine. This initiative was first proposed by the Center in February 2024, backing Emmanuel



INTERNATIONAL SUPPORT THROUGH EXPERT DIPLOMACY.

Analysts from the New Europe Center, together with partners from other non-governmental organizations, conducted numerous advocacy visits to EU member states, the USA, and Japan. Hundreds of meetings were held with government officials, parliamentarians, analysts, and journalists. During these visits, our experts informed stakeholders abroad about the expectations and needs of Ukrainians. The priorities advocated by our analysts cover a broad range of issues: from the supply of critical weaponry for the Ukrainian Armed Forces and security guarantees for Ukraine to advancing progress toward EU and NATO membership. Key expert visits were made to Washington, Tokyo, Berlin, Paris, Rome, The Hague, Prague, and other cities. In 2024, the New Europe Center also collaborated with international partners to organize study visits to Kyiv, focused on discussing key issues of international policy, security, and Ukraine's European integration. More detailed information about the New Europe Center's visits can be found in the ["Events"](#) section on our website



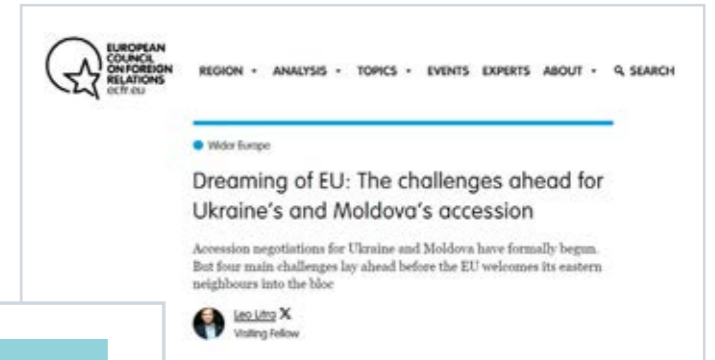
NEW EUROPE CENTER AND UKRAINE'S INVITATION TO NATO.

The New Europe Center played an active role in a large-scale international campaign aimed at securing an invitation for Ukraine to join NATO during the Washington Summit held on July 9-11, 2024. Through advocacy visits, the Center's representatives consistently promoted the inevitability of Ukraine's accession to the Alliance. Additionally, the Center prepared a series of analytical documents explaining why Ukraine's full membership in NATO aligns with the strategic interests of the United States and Europe. The team also developed an [analytical memo](#) dedicated to potential formats for inviting Ukraine to NATO. The New Europe Center will continue its expert efforts to support Ukraine's invitation to the Alliance in 2025.



ANALYTICAL CONTRIBUTION TO UKRAINE'S VICTORY.

The New Europe Center prepared analytical materials for both Ukrainian and international stakeholders. A significant portion of these documents was developed through partnerships with international think tanks. For instance, the Center produced several analytical materials for the *European Council on Foreign Relations*, focusing on enhancing Western support for Ukraine, bilateral security agreements, and other critical topics. The Center's experts also prepared a comprehensive analytical report on Europe's capacity to independently support Ukraine, published by the *Stockholm Centre for Eastern European Studies*.



SECURITY MATRIX OF UKRAINE

FROM COMMITMENTS TO GUARANTEES
A set of security options for Ukraine under different war scenarios

CONFLICT SETTLEMENT	NEW AGGRESSION AFTER CEASEFIRE	LOW INTENSITY CONFLICT	CEASEFIRE	TACTICAL NUKES	NEW WAVE ESCALATION OF THE CURRENT WAR	CURRENT ACTIVE PHASE			
<ol style="list-style-type: none"> 1. Membership. 	<ol style="list-style-type: none"> 1. Calling for NATO-Ukraine Council; 2. Involving Article 5; 3. Reforming military and defence sector. 	<ol style="list-style-type: none"> 1. Accession process; 2. Reforming military and defence sector; 3. Training Ukrainian troops in line with NATO standards; 4. Joint military exercises; 5. Inviting retired military to operate and sustain Western weapons in Ukraine. 	<ol style="list-style-type: none"> 1. Accession process; 2. Transform NATO-Ukraine Council; 3. Reforming military and defence sector; implementation of the interoperability roadmap; 4. Training Ukrainian troops in line with NATO standards; 5. Joint military exercises. 	<ol style="list-style-type: none"> 1. Calling for NATO-Ukraine Council; 2. Foreign military response on Russia; 3. Inviting Ukraine to NATO; starting fast track accession process; 4. Air defense shield over Ukraine; 5. Lifting restrictions on the use of foreign weapons; 	<ol style="list-style-type: none"> 1. Inviting to NATO; 2. Preparing for accession process being launched; 3. Reforming military and defence sector; 4. Launch of NATO Security assistance and training; 5. Ukraine's inclusion into NATO Defence Planning Process; 6. Air defense shield over Western and Western-Southern Ukraine; 7. Lifting restrictions on the use of foreign weapons; 8. Inviting retired military to operate and sustain Western weapons in Ukraine. 	<ol style="list-style-type: none"> 1. Keeping troops as a guarantee of peace (Enhanced Forward Presence); 2. Foreign instructors prepare Ukrainian soldiers; 3. Air defense shield over Ukraine; 4. Joint Ukraine-NATO member states air and sea patrolling. 	<ol style="list-style-type: none"> 1. Developing 'Enhanced Forward Presence'; 2. Bringing Russia to justice; 3. Searching for compensation for losses; 4. Recovery / reconstruction; 5. Further development and production of weapons; 6. Professionalization of the army (training) including with foreign instructors; 7. Commitment on 0.25% of GDP contribution. 	<ol style="list-style-type: none"> 1. Finalizing accession talks / membership. 1. Requesting to cover Ukraine by Mutual defence clause (Article 42.7 TEU); 2. Tailored-made sanctions (filing para); 3. Issuing EU Defence Bonds for Ukraine; 4. Predictable, sufficient, and lasting support from the EU. 	<ol style="list-style-type: none"> 1. Creating non-nuclear guarantees to secure itself; Otherwise, seeking ways to be under nuclear protection.
	<ol style="list-style-type: none"> 1. Sending /keeping foreign troops; 2. Air defense shield over Ukraine. 	<ol style="list-style-type: none"> 1. Sending / keeping foreign troops; 2. Foreign instructors prepare Ukrainian soldiers; 3. Air defense shield over Ukraine. 	<ol style="list-style-type: none"> 1. Sending/keeping troops 2. Adopting amendments to existing security agreements aimed at potential new aggression. 	<ol style="list-style-type: none"> 1. Air defense shield over Ukraine; 2. Sending foreign troops to Ukraine; 3. Tailored-made sanctions; response on Russia. 4. Air defense shield over Ukraine. 	<ol style="list-style-type: none"> 1. Developing a mechanism for deployment of foreign troops; 2. Sending foreign military instructors; 3. Air defense shield over Western and Western-Southern Ukraine; 4. Lifting restrictions on the use of foreign weapons. 	<ol style="list-style-type: none"> 1. Localization of military production; Funding Ukrainian military industry; 2. Starting full-scale production foreign military companies; 3. Professionalization of the army (training) including with foreign instructors; 4. Commitment on 0.25% of GDP contribution; 5. Fast recovery / reconstruction; New agreements; 6. Fast recovery / reconstruction; 7. New agreements; 8. Adopting amendments to existing security agreements aimed at potential new aggression. 	<ol style="list-style-type: none"> 1. Launching negotiations to cover Ukraine by Article 42.7 TEU before membership; 2. Recovery / reconstruction; 3. Encouraging Ukrainian citizens to return; 4. Investment in Ukrainian defense industry; 5. Training Ukrainian troops; 6. Joint military exercises. 	<ol style="list-style-type: none"> 1. Asymmetric response on Russian nuclear facilities (including in Belarus); 2. Declaration about the right of Ukraine to create own nuclear weapons; 3. Taking Ukraine under Western nuclear umbrella. 	
						<ol style="list-style-type: none"> 1. Localization of military production; Funding Ukrainian military industry; 2. Starting full-scale production foreign military companies; 3. Professionalization of the army (training) including with foreign instructors; 4. Commitment on 0.25% of GDP contribution; 5. Fast recovery / reconstruction; New agreements; 6. Fast recovery / reconstruction; 7. New agreements; 8. Adopting amendments to existing security agreements aimed at potential new aggression. 9. Inviting retired military to operate and sustain Western weapons in Ukraine. 	<ol style="list-style-type: none"> 1. Tailored-made sanctions; EU supports or conducts military response on Russia. 2. EU supports or conducts military response on Russia. 1. Tailored-made sanctions for Ukraine; 2. Predictable, sufficient, and lasting support from the EU; 3. Investment in Ukrainian military industry; 4. Fast recovery / reconstruction; 5. Fast recovery / reconstruction; 6. Fast recovery / reconstruction; 7. Ukraine's inclusion into European Sky Shield initiative. 	<ol style="list-style-type: none"> 1. Warning of asymmetric actions to nuclear threats (if threatened). 1. Warning of asymmetric actions to nuclear threats (if threatened). 1. Warning of asymmetric actions to nuclear threats (if threatened). 1. Warning of asymmetric actions to nuclear threats (if threatened). 	

Special attention was given to topics highlighting Asia's role in global support for Ukraine. Notably, the "Security Matrix of Ukraine" was a key publication analyzing various options for ensuring Ukraine's security. More information is available in the ["Analytics"](#) section on the Center's website.



SUCCESSFUL EU ACCESSION THROUGH EXPERT CONTRIBUTION.

On June 25, 2024, official negotiations for Ukraine's accession to the EU began. Advancing toward EU membership has always been one of the New Europe Center's priority areas. The Center's analysts prepared several materials, including recommendations on how the EU could improve its enlargement methodology to encourage merit-based accession and analyses of Ukraine's and the EU's commitments to further Ukraine's integration into the European Union. A highlight of the year for the New Europe Center was the *Third EU Accession Exchange Forum*, held in September 2024, focusing on the EU accession process. The event brought together over 100 representatives of civil society and officials from EU candidate countries and EU member states. More details about the Forum can be accessed via the [QR code](#).



FOREIGN POLICY ALIGNED WITH PUBLIC SENTIMENT.

The New Europe Center continues to study public sentiment in Ukraine on key foreign policy and security issues. The primary goal of these surveys is to assist decision-makers in considering public opinion when shaping foreign policy. These surveys summarize Ukraine's foreign policy achievements over the year and offer ideas for decision-making in the coming year. The opinion poll conducted by the New Europe Center, published in December 2024, garnered significant interest among government representatives, the international diplomatic corps, experts, and the media. Detailed [opinion poll results](#) are available on the New Europe Center's website.





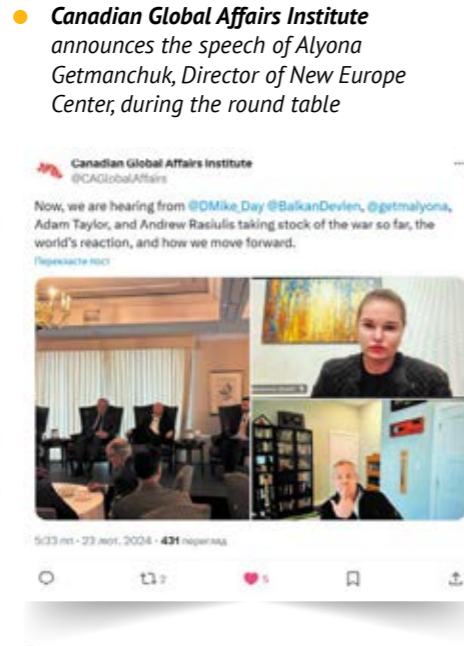
THEY RECOMMEND US



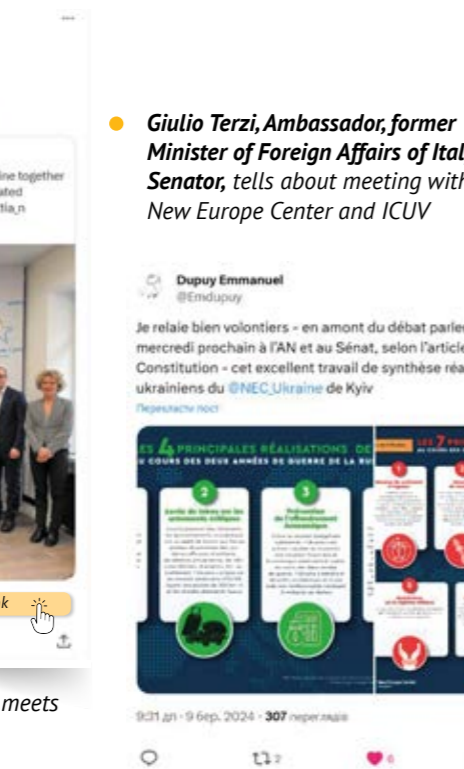
Ukraine World about podcast with Kateryna Zaremba, Associate Senior Research Fellow at New Europe Center



Rebecca Harms, MEP (2004-2019), meets with New Europe Center



Canadian Global Affairs Institute announces the speech of Alyona Getmanchuk, Director of New Europe Center, during the round table



Giulio Terzi, Ambassador, former Minister of Foreign Affairs of Italy, Senator, tells about meeting with New Europe Center and ICUV

Giulio Terzi @GiulioTerzi
#UkraineTerzi (Fd'I), confermiamo appoggio per ricostruzione. Roma, 08 apr - (Nova) - Nell'ambito dei rapporti e incontri con esponenti parlamentari e della società civile dell'Ucraina, il senatore Giulio Terzi (Fd'I) ha incontrato una delegazione composta da rappresentanti di New Europe Center e dell'International Center for Ukrainian Victory. 'Gli ultimi appuntamenti europei e internazionali, il Consiglio europeo e la Riunione plenaria parlamentare dell'Osce, hanno ribadito la piena condanna dell'aggressione militare russa - ha dichiarato Terzi - e con forza riconfermato la vicinanza in termini politici, economici e militari all'Ucraina. Quelle parole sul sostegno a Kiev 'ever more steadfast' del Consiglio europeo sono la dimostrazione della volontà di assicurare tutto il necessario sostegno politico, economico e militare nella misura e nei tempi che l'emergenza richiede nonché di affermare il principio di una pace giusta - ovvero il ripristino dei confini e della sovranità ucraina - e di ricostruire il Paese distrutto dalla guerra'. Gli esponenti ucraini hanno ricordato l'appuntamento del prossimo giugno a Berlino della Conferenza internazionale per la ricostruzione dell'Ucraina. 'I dati emersi sulla distruzione che la Russia ha inflitto al popolo ucraino sono impressionanti - ha proseguito Terzi - solo per la città di Kharkiv ad esempio - 1 milione di abitanti, completamente da riedificare e con tutte le infrastrutture energetiche distrutte - si stima ci vorranno 10 miliardi di euro. L'ipotesi di utilizzare i profitti sugli asset russi congelati, di fronte a tali cifre, diviene sempre più reale e necessaria'. L'incontro, oltre alla ricostruzione ucraina, ha anche toccato il tema inerente agli aiuti militari. E' emerso in modo chiaro che l'Ucraina, oggi, necessita dell'aiuto occidentale nel fronteggiare il devastante arsenale russo, "che comprende anche le inintercettabili gliding bombs, le bombe teleguidate che quotidianamente infliggono danni pesantissimi non soltanto agli obiettivi militari ma anche alle infrastrutture strategiche e civili. L'Ucraina per annientare tali armi ha bisogno di sistemi di difesa aerea più consistenti e all'avanguardia" ha rilevato Terzi, precisando "al netto dell'impossibilità evidente di negoziare con la follia di Putin, l'Ucraina sta avanzando proposte 'game changer', ovvero iniziative potenzialmente in grado di sbloccare lo scenario e invertire le sorti del conflitto". "L'impegno delle due associazioni" - New Europe Center e International Center for Ukrainian Victory - ha concluso Terzi - è "la rappresentazione esatta della centralità di una incisiva azione di soft power anche in un drammatico scenario di guerra come quello ucraino".
@FratellidItalia @Ideuropa @GlobalCRL @theglobalnewsit @NEC_Ukraine @ICUVua @UKRinIT @vdovychenko @ClaudioPagliara @GianniVerretti @FWLucioli @AtlanticCouncil @FIDU_ETS @GeopoliticalCen @Geopoliticalinfo



Leo Litra, Senior Research Fellow at New Europe Center

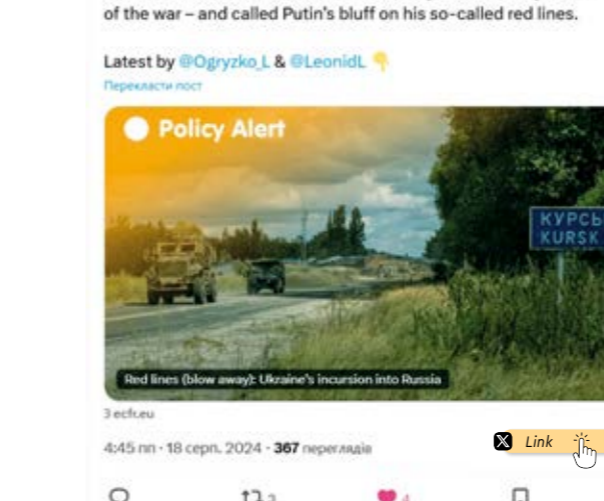
Emmanuel Dupuy, President of the Institute for European Perspective and Security Studies (IPSE), France, recommends analytical infographics prepared by New Europe Center



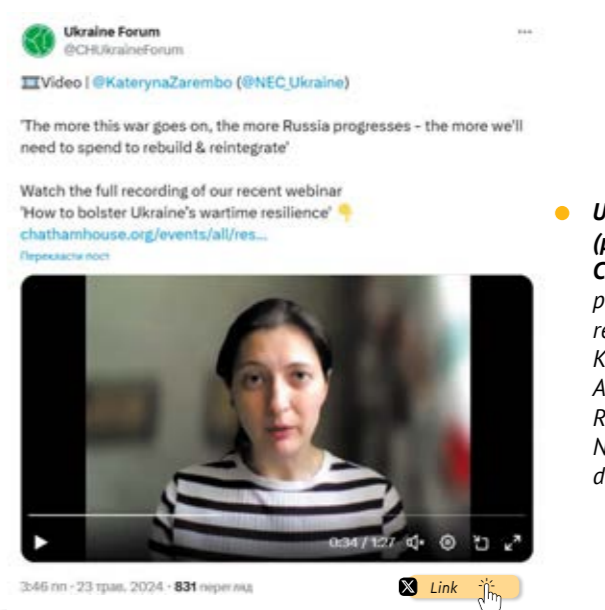
Embassy of Poland to Italy about the round table "Ukrainian victory. How to return peace to Europe" with the participation of Alyona Getmanchuk and Leo Litra



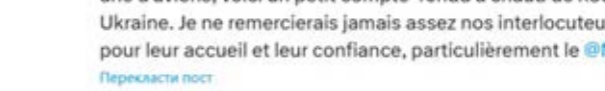
Stockholm Centre for Eastern European Studies (SCEEUS) recommends report prepared by Loe Litra, Senior Research Fellow at New Europe Center



ECFR recommends co-authored policy alert by Leo Litra, Senior Research Fellow at New Europe, and Lesia Ogryzko, Head of the International Cooperation Department, RISE Ukraine



Ukraine Forum (program of Chatham House) publishes video record of speech of Kateryna Zaremba, Associate Senior Research Fellow at New Europe Center, during the webinar



Vincent Tourret, Associate Fellow at Foundation for Strategic Research (FRS), tells about study visit of French experts to Ukraine in Le Rubicon podcast



Vincent Tourret, Associate Fellow at Foundation for Strategic Research (FRS), tells about study visit of French experts to Ukraine in Le Rubicon podcast

- **Arad Benkö, Austrian Ambassador to Ukraine, about the 3rd EU Accession Exchange Forum**



- **Olga Stefanishyna, Deputy Prime Minister for European and Euro-Atlantic Integration and Minister of Justice of Ukraine, about her participation in the 3rd EU Accession Exchange Forum**



- **Italian media Linkiesta published policy memo of potential formats and requirements for inviting Ukraine to NATO prepared by Alyona Getmanchuk, Director of New Europe Center**

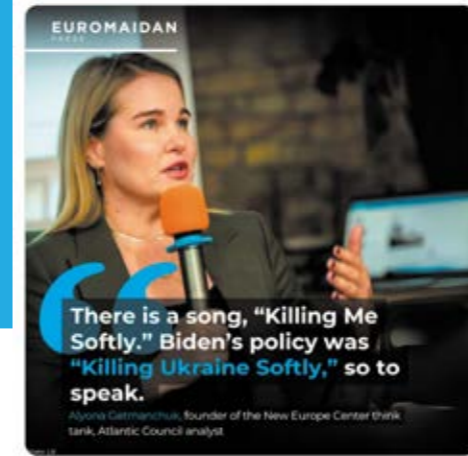
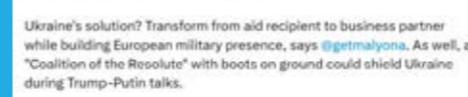


- **Michael Zinkanell, Director, Austrian Institute for European and Security Policy (AIES), about his participation in the 3rd EU Accession Exchange Forum**

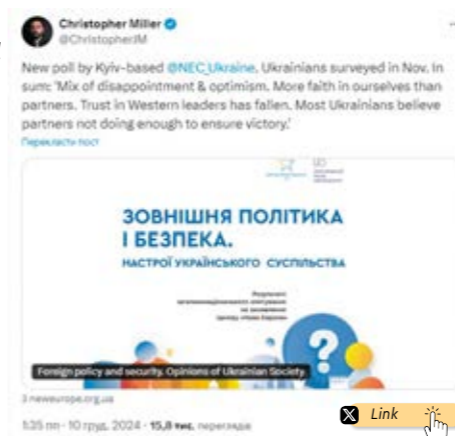


- **Permanent Representation of France to NATO about meeting with Ukrainians research fellows during New Europe's advocacy visit to Paris**

- **An interview of Alyona Getmanchuk, Director of New Europe Center, for Czech media iDNES during advocacy visit to Prague**



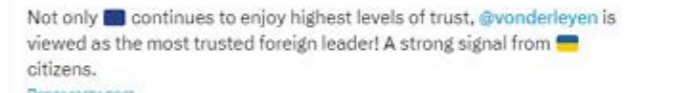
- **Christopher Miller, Financial Times chief Ukraine correspondent, recommends results of the opinion poll "Foreign Policy and Security"**



- **Céline Bayou, Head of the Department Russia, Eastern Europe, Central Asia, Caucasus, DGRIS/ French Ministry of Armies, recommends results of the opinion poll "Foreign Policy and Security" in French**



- **Euromaidan Press recommends an interview with Alyona Getmanchuk, Director of New Europe Center**



- **Katarina Mathernova, EU Ambassador to Ukraine, about participation in presentation of opinion poll "Foreign Policy and Security" results**



NEW EUROPE CENTER IN 2024 IN NUMBERS

The Center prepared

55

analytical
materials



8

The Center organized or participated in

advocacy visits

to the USA, Japan, France, Germany, Belgium, Italy, and the Czech Republic



14



events

were organized with the participation of government representatives, parliament members, foreign officials, diplomats, and experts

2024



The Center's analysts participated in

25

public events

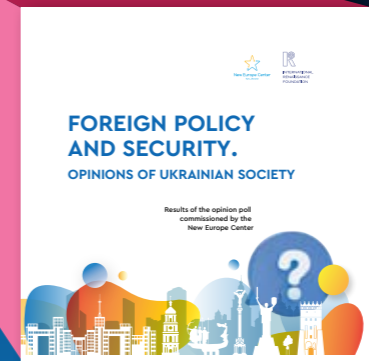
organized by partners in Ukraine and abroad



There were nearly

1.000

media mentions of New Europe Center events and analyses



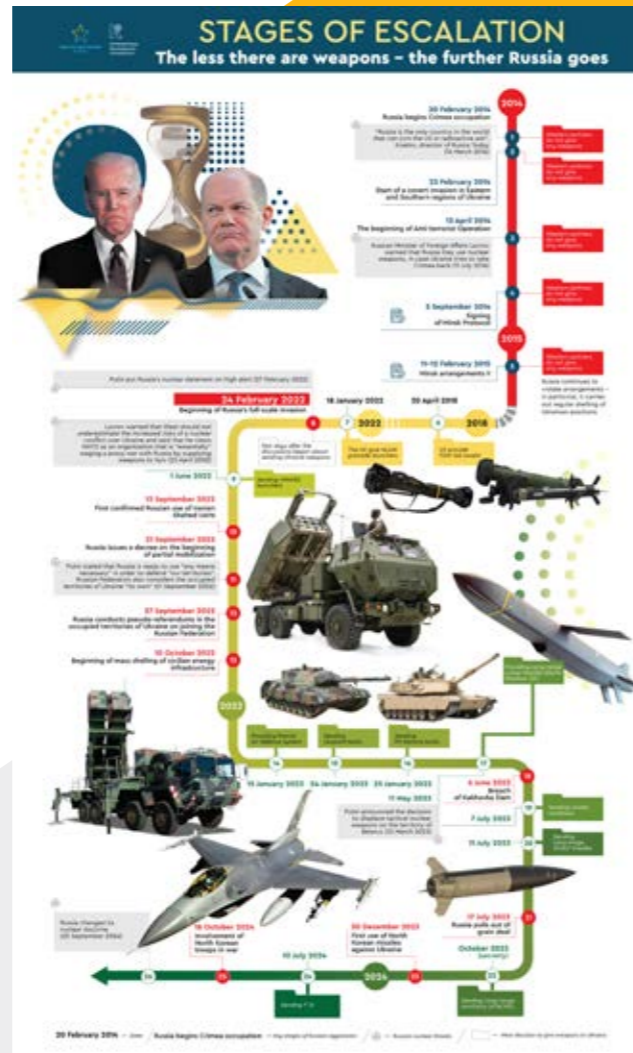


ANALYTICS, EVENTS AND INITIATIVES

1 STRENGTHENING UKRAINE'S FOREIGN AND SECURITY POLICY

COUNTERING RUSSIAN AGGRESSION

Since the beginning of the large-scale invasion in 2022, New Europe analysts have prepared a significant number of analytical materials for foreign publications and think tanks on the need to increase assistance to Ukraine and introduce tougher countermeasures against Russia. The most important analytical material was the 'Security Matrix', which considers various possible measures to support Ukraine at different stages of the war. In addition, the Centre's experts focused on the possibilities of increasing support from Asian countries (in particular, Japan and South Korea) and their greater involvement in countering Russian aggression. During their advocacy visits, the Centre's representatives also



constantly emphasised the need to strengthen restrictions against Russia, combat Russian influence within Western countries, and increase support for Ukraine, in particular through frozen Russian assets.



SUPPORT FOR UKRAINE

The New Europe Center contributed to strengthening international support for Ukraine. It consisted of both organising expert advocacy visits abroad and preparing important analytical documents that received positive feedback in partner countries. Alyona Getmanchuk's analytical papers on the topic of 'Coalition of the Resolute' drew particular attention – leading NGOs and think tanks in Ukraine joined the New Europe Center's initiatives to form such an alliance of courageous countries.



ACCESSION TO THE EU

The start of the negotiation process towards the EU accession became a one of the key areas of New Europe Center's work. In their analytical and advocacy work, experts of the Center have focused on the questions of deepening the internal integration of the EU in the defence area and on enhancing the cooperation between candidate countries for a quicker accession process.



The Center also aimed to strengthen Europe's role in military support for Ukraine, especially given the uncertainty of US assistance. The Centre's experts prepared a series of analytical papers and interviews aimed at supporting the processes where European countries should take a leading role in military assistance to Ukraine. The main analytical document on this topic is 'Can Europe Support Ukraine Alone' (by Leo Litra).

For a further development of cooperation between representatives of the EU, Ukraine and other candidate countries, New Europe Center organized a *3rd EU Accession Exchange Forum*. Forum became a platform for decision-makers and experts from all candidate countries that aims at exchanging of learned lessons in the process of accession negotiations and to develop recommendations on how to make the process of the EU enlargement more effective.

THE UNITED STATES: ELECTIONS AND WEAPONS

During last year, New Europe Center prepared analytical materials about the relationship between Ukraine and the United States. A part of comments and briefs were focused on examining internal politics trends in the US, which in turn, influenced the cooperation with Ukraine. Alyona Getmanchuk, Director of the New Europe Center, analyzed the reasons of the delay of passing the new package of help, the importance of the Presidential elections in the USA etc.



BILATERAL COOPERATION WITH PARTNERS

New Europe didn't leave out the development of bilateral partnerships with Ukraine. In particular, New Europe Center's experts prepared a number of analytical materials about various aspects of cooperation between Ukraine and such countries as France, Italy, the US, Germany, Japan, South Korea, India and others.



second expert trip to Japan since the beginning of the full-scale invasion of Ukraine. During the visit, a number of meetings were held with influential members of parliament, representatives of ministries and government agencies. Experts once again stressed the need to strengthen air defence, confiscate Russian assets and discussed Japan's ability to assist Ukraine in holding the Peace Summit.

The Centre also continues to expand its analytical capabilities on the Asian track. Last year, Natalia Butyrskaya became a Visiting Senior Fellow at the New Europe Center. The expert has prepared a number of analytical materials on the dynamics of relations between individual countries in the Asian region and Ukraine.



OPINIONS OF UKRAINIAN SOCIETY

An important activity of the Centre was the annual opinion poll of Ukrainian public opinion on security and foreign policy. The survey covered a number of important issues, including: security guarantees for Ukraine; formats of accession to NATO; accession to the EU; preconditions for potential negotiations to end the war; and the level of trust in foreign institutions and leaders.

The Centre's team also organised a presentation of the key findings of the study. The event was attended by representatives of the diplomatic, expert and media community. The keynote speakers were Ihor Zhovkva, Deputy Head of the Office of the President of Ukraine, Diplomatic Adviser to the President of Ukraine, Katarina Mathernova, EU Ambassador to Ukraine, and Gaël Veyssière, Ambassador of the French Republic to Ukraine. The presentation facilitated an expert discussion and wide coverage of the results by Ukrainian and foreign media. In particular, the results were published on their websites: *Politico*, *The New York Times*, *European Pravda*, *Ukrinform*, etc



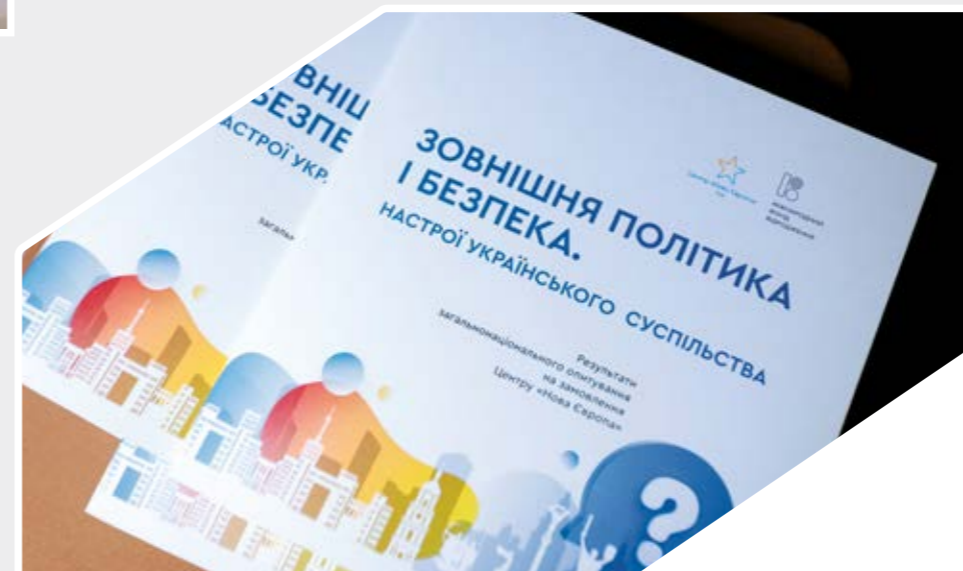
NEW EUROPE WONDERS

To encourage expert discussion on topics of importance to Ukrainians, the Centre prepared several collections of comments under the heading 'New Europe Wonders' in partnership with the influential online media outlet TSN.ua. As part of the rubric, the Centre's team sought the opinion of well-known foreign experts on the most pressing issues in the field of international relations and countering Russian aggression.

ASIAN DIRECTION

The New Europe Center continued its work in Asia, which began in 2021. In 2024, the fourth Ukraine-Japan Forum was organized under the title 'Special Global Partnership. Ukraine and Japan in the Context of the Russian War'. The event was dedicated to security guarantees, renewal of the Ukrainian-Japanese partnership, and assessment of the war in different parts of the world.

In addition, the New Europe Center in cooperation with the *International Centre for Ukrainian Victory (ICUV)* conducted an advocacy visit to Tokyo in late May – the



2 COMMUNICATING UKRAINE IN THE EU AND US

ADVOCACY VISITS AND HIGH-LEVEL MEETINGS

To advance Ukrainian interests and communicate Ukraine's needs abroad, experts from the New Europe Center conducted eight advocacy visits in 2024. In April, the Center's team carried out another visit to France, marking their fifth since the beginning of the full-scale invasion. During their stay in Paris, the Ukrainian delegation met with advisors to President Emmanuel Macron at the Élysée Palace, representatives of France's Ministry of Defense, and the General Staff. Notably, the III Ukraine-France Forum, organized in collaboration with the *Institut français des relations internationales (Ifri)*, was held during this visit.



The same month saw advocacy visits to Italy and Germany. The agenda in Italy included meetings with advisors to Prime Minister Giorgia Meloni, representatives of the secret service, and the Ministry of Foreign Affairs. The delegation also participated in closed discussions with the leading Italian think tank, *Istituto Affari Internazionali*. In Germany, the primary focus of the meetings was on strengthening air defense systems.

In July 2024, Alyona Getmanchuk and Leonid Litra represented the New Europe Center at the 75th NATO Summit in Washington. Partnering with international organizations such as *ICUV*, *ANTS*, and the *Anti-Corruption Action Center*, they met with key American policymakers, including Secretary of State Antony Blinken and Elbridge Colby, an influential Republican strategist and ally of the new U.S. President, Donald Trump.

In October, the Center's team continued advocacy visits to European capitals. In Paris, Alyona Getmanchuk and Leonid Litra met with Benjamin Haddad, the new Minister for European Affairs, and advisors to the President of France. In Prague, the team participated in Forum 2000,



discussing the future of transatlantic relations and security guarantees for Ukraine. The final stage was in Brussels, where the Center's experts presented their analytical findings on potential formats for inviting Ukraine to NATO during meetings with representatives of the EU, NATO, and the European Parliament.

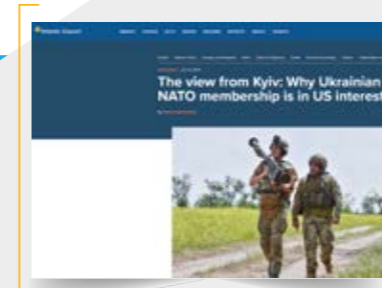
After each visit, the Center's experts analyzed political and societal trends in key partner countries and provided recommendations to the Ukrainian government, contributing to the development of effective foreign policy. Overall, the advocacy efforts of the New Europe Center in 2024 were pivotal in advancing Ukraine's strategic interests on the international stage.

COOPERATION WITH FOREIGN THINK TANKS

Partnerships. The New Europe Center continued to develop partnerships with leading think tanks worldwide, such as *ECFR*, *Ifri*, and others. In 2024, the Center organized a series of events and study visits to Ukraine in cooperation with prominent global research centers. Additionally, experts from the New Europe Center collaborated with representatives of international analytical institutions to produce joint analytical documents. Details about the New Europe Center's partnerships with foreign think tanks are provided below.

Analytical Materials. In 2024, materials by New Europe Center analysts were frequently published on the online platforms of international think tanks. Articles by our experts on topics such as arms supplies,

strengthening support for Ukraine, Ukraine's path to the EU, NATO accession, the formation of the "Coalition of Resolute," and Ukraine's bilateral cooperation with its partners were featured by *ECFR*, the *German Institute for International and Security Affairs (SWP)*, the *Center for European Policy Analysis* (USA), the *Stockholm Centre for Eastern European Studies* (Sweden), the *Atlantic Council* (USA), and the *Carnegie Endowment for International Peace* (USA).



Events. Throughout the year, the New Europe Center actively collaborated with foreign partners to organize several important events. Together with *Ifri*, the III Ukraine-France Forum was held in Paris. In partnership with the German *Institut für Europäische Politik* (IEP), the German-Ukrainian Breakfast Debates were organized in Kyiv.

In September 2024, the New Europe Center organized the *Third EU Accession Exchange Forum* in Kyiv, attended by high-ranking officials and leading experts from EU candidate and member states. Partners for the event included think tanks such as ECFR, the *Institute for European Policies and Reforms* (IPRE, Moldova), and the *Center for Liberal Modernity* (LibMod, Germany).

In August, the New Europe Center and the *Deutsch-Ukrainisches Büro* (DUB) organized an expert meeting with Ralf Stegner, a member of the Bundestag from the Social Democratic Party of Germany (SPD), Chair of the Subcommittee on Disarmament, Arms Control, and Non-Proliferation.

On November 18–19, a series of discussions took place in Lviv as part of the Ukrainian-Polish expert group initiated by the New Europe Center. This initiative, launched the previous year, was implemented in partnership with *Poland's Mioszowski Center*.

Additionally, the New Europe Center co-organized the first *Moldova Security Forum* on November 19–20 in Chisinau, Moldova. This forum became a significant platform for discussing regional security and cooperation issues.

Study Visits. In 2024, the New Europe Center actively organized study visits with international partners to deepen cooperation and exchange experiences between Ukraine and the international community.

In April, the New Europe Center and *ECFR* organized a study visit for top European experts from 10 European countries. Participants included leaders of influential think tanks, former ministers, advisors to presidents and prime ministers, and prominent columnists. This visit served as a platform to discuss key issues in international politics, security, and Ukraine's European integration.

On June 20–21, in partnership with *Ifri*, the New Europe Center organized a study visit of leading French policymakers to Kyiv. Participants gained insights into Ukraine's current challenges and discussed the prospects of bilateral cooperation and France's support.

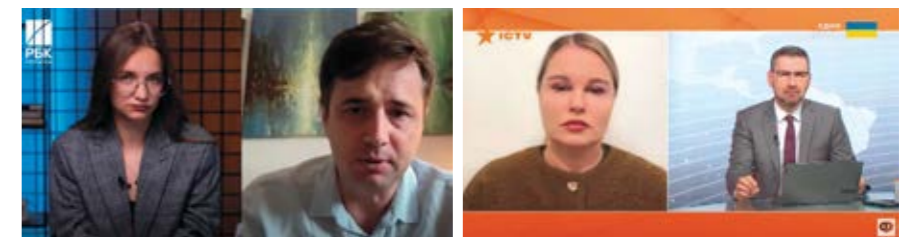


In July, the New Europe Center, together with leading French think tanks *Ifri* and the *Fondation pour la Recherche Stratégique* (FRS), organized another study visit for a French delegation. This delegation included leading security experts who had a unique opportunity to familiarize themselves with Ukraine's experience and share their perspectives on international challenges.

During the study visits, foreign delegations met with key representatives of Ukrainian authorities, including Deputy Prime Minister for European and Euro-Atlantic Integration and Minister of Justice Olga Stefanishyna, Diplomatic Advisor to the President and Deputy Head of the Presidential Office Ihor Zhovkva, Secretary of the National Security and Defense Council Oleksandr Lytvynenko, and Minister of Foreign Affairs Dmytro Kuleba (2020–2024). Meetings were also held with members of the Verkhovna Rada, representatives of the National Security and Defense Council, the Main Intelligence Directorate, the Ministry of Defense, and leading Ukrainian experts.

3 EU AND NATO ACCESSION COMMUNICATION

Explaining the benefits of Ukraine's integration into the EU and NATO to ordinary citizens has long been one of the strategic priorities of the New Europe Center. Russia's full-scale war continues to be the most effective argument in favour of the irreversibility of Ukraine's European and Euro-Atlantic course: in 2024, Ukraine's accession to the EU and NATO continued to enjoy significant support among Ukrainians – 78% and 77% respectively.



In 2024, the New Europe Center continued to inform Ukrainians about Ukraine's progress towards the EU and NATO. In particular, the Centre's analysts released a number of analytical materials explaining why Ukraine should definitely become part of the EU and NATO. In addition, New Europe's experts provided qualitative expert assessments of the formats of invitation to NATO, with a special focus on the model of gradual membership in the Alliance (as opposed to partial membership).



COMMUNICATION CAPACITY

Russia's full-scale war against Ukraine has had a significant impact on the way we communicate, with social media playing an increasingly important role in the information war. The New Europe Center has also intensified its efforts to promote Ukrainian narratives among Western audiences to accumulate and maintain support for Ukraine.



NEW EUROPE CENTRE IN SOCIAL MEDIA

The Centre uses the following communication channels to disseminate information about its activities: Facebook, Twitter, Youtube, Instagram, the website, and targeted mailings to stakeholders. In 2024, New Europe's posts on social media and the website reached almost 1.3 million people.

TARGETED MAILINGS TO STAKEHOLDERS

Every month, we prepare digests describing events, research, and publications by our Centre's experts, which we distribute on social media and send to our partners. At the end of each year, we summarise our activities in the annual report of the organisation.

MEDIA ABOUT US

To reach a wider audience, we share our expertise and findings from the Centre's research in Ukrainian and foreign media. In 2024, the New Europe Center's analysts prepared 55 materials for the media (articles, op-eds, blogs). The Centre's representatives also gave 91 interviews and comments for Ukrainian and foreign media. In total, the NEC's products were mentioned in the media almost 1,000 times last year.

For instance, such materials were published in various famous Ukrainian media outlets, including: *European Pravda*, *1+1*, *BBC News Ukraine*, *ICTV*, *Ukrainian Pravda*, *TSN*, *Mirror of the Week*, *Euromaidan Press*, *Radio Free Europe*, *Hromadske Radio*, *Suspilne*, *Ukrinform*, *NV*, *Radio NV*, *Espresso TV*, *LIGA.net*, *5 channel*, *Ukrainian Radio*, *RBC-Ukraine* etc.

PUBLICATIONS IN FOREIGN MEDIA

In order to draw attention to Ukraine's fight against Russian aggression, as well as to promote Ukrainian messages in the EU and the USA, New Europe Center's experts prepared a number of analytical materials that were published by leading world media outlets, including: *Foreign Affairs*, *Le Monde*, *National Interest* and others.

NEC's experts also actively commented important topic for such foreign media as: *Deutsche Welle*, *The Washington Post*, *The New York Times*, *The Parliament*, *Business*



Insider, Financial Times, The Guardian, The New Yorker, Foreign Policy, Le Figaro, Reuters, RFI, El Pais, The New Yorker, Infobae, AFP, Gazeta Wyborcza, Daily Express, Interia Wydarzenia, Radio 24, Agencia EFE, La Stampa, La Tribune.

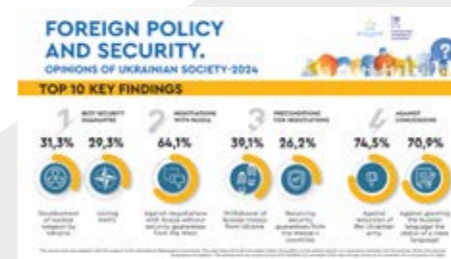


CREATIVE PRESENTATION OF INFORMATION

To better spread its analytics to different audiences, the New Europe Center prepares visual materials that present the main ideas of in-depth research and surveys in a simplified form.

In 2024, the New Europe Center's analytical infographics, which were shared on social media, became the main tool for communicating with Western audiences. In January, the Centre prepared a series of analytical infographics assessing Western assistance over the past two years, since Russia's large-scale invasion of Ukraine. In particular, the Centre's analysts answered three key questions:

- What initiatives of international partners will bring Ukraine's victory closer?
- What were the main achievements of Western support?
- What were the main failures of the West over the two years of the great war?



In July, the Centre's experts prepared a series of infographics explaining why Ukraine's full membership in NATO is in the interests of the United States and Europe. The infographics highlight the positive consequences of Ukraine's full membership for American and European security.

In December, the New Europe Centre shared the results of the opinion poll 'Foreign Policy and Security. Attitudes of Ukrainian Society'. Stakeholders highly appreciated the visualisation of the survey data, especially the infographics comparing the data with previous years.

All the Centre's materials were widely distributed among the foreign audience.

PLANS FOR 2025

- 

Organization of the Fifth Ukraine-Japan Forum.
- 

Hosting of the Fourth Ukraine-France Forum in Paris.
- 

Continued advocacy for providing assistance to Ukraine in Europe, the United States, and key countries in the Asia-Pacific region.
- 

Preparation of analytical materials on Ukraine's European and Euro-Atlantic integration and further advocacy for Ukraine's swift accession to NATO and the EU.
- 

Advocacy efforts to secure Ukraine's invitation to NATO.





OUR PARTNERS

FOREIGN PARTNERS

- Atlantic Council (USA)
- Carnegie Europe
- Deutsches-Ukrainisches Büro (DUB) (Germany)
- European Council on Foreign Relations (ECFR)
- European Stability Initiative (ESI) (Germany, Austria)
- Federal Foreign Office (Germany)
- Fondation pour la Recherche Stratégique (FRS) (France)
- German Institute for International and Security Affairs (SWP) (Germany)
- Institut für Europäische Politik (IEP) (Germany)
- Institut français des relations internationales (Ifri) (France)
- Institute of International Relations Prague (IIR) (Czech Republic)
- Istituto Affari Internazionali (IAI) (Italy)
- Italian Institute for International Political Studies (ISPI) (Italy)
- Institute for European Policies and Reforms (IPRE) (Moldova)
- Kyiv Dialogue (Germany)
- Mioszewski Center (Poland)


- Prague Civil Society Centre (Czech Republic)
- Soros Foundation Moldova (Moldova)
- Soros Foundation in Georgia (Georgia)
- Stockholm Centre for Eastern European Studies (SCEEUS) (Sweden)
- The German Marshall Fund of the United States (USA)
- The Polish Institute of International Affairs (PISM) (Poland)
- USAID/ENGAGE (USA)
- Zentrum Liberale Moderne (Germany)

UKRAINIAN PARTNERS




- Anti-Corruption Action Center (AntAC)
- Centre for Economic Strategy
- Centre for International Security
- Centre of Policy and Legal Reform (CPLR)
- Civil Network OPORA
- DEJURE Foundation
- Detector Media
- European Pravda
- Foreign Policy Council "Ukrainian Prism"
- Ilko Kucheriv Democratic Initiatives Foundation
- International Center for Ukrainian Victory (ICUV)
- International Renaissance Foundation
- Konrad Adenauer Foundation in Ukraine
- Ministry of Foreign Affairs of Ukraine
- National Interests Advocacy Network "ANTS"

- Office of the Deputy Prime Minister for European and Euro-Atlantic Integration and Minister of Justice of Ukraine
- Office of the President of Ukraine
- Transparency International Ukraine
- TSN.ua
- Ukrainian Center for Independent Political Research
- Ukrainian Centre for European Policy (UCEP)
- Ukrinform


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