

fulfil its legal obligations under the Istanbul Convention and CEDAW, which mandate that the state provide non-discriminatory protection and specialized support services to all victims of gender-based violence, regardless of their legal status or occupation. Moreover, by implementing this policy, Kyiv aligns with EU accession requirements and international human rights standards, demonstrating that the city can protect its most vulnerable residents even during the heightened risks of the ongoing war.

Illia MIROSHKIN

*Student of the educational and scientific program
"Public Policy and Governance"*

HOW TO ENSURE THE IMPLEMENTATION OF THE ONE VOICE PRINCIPLE IN GOVERNMENT COMMUNICATION IN UKRAINE

This paper examines the problem of ensuring the implementation of the One Voice principle in Ukraine's system of public government communication. The core policy problem can be formulated as follows: how can Ukraine ensure coherent, coordinated, and consistent public communication by government institutions in order to prevent contradictory messages, reduce information risks, and strengthen public trust? In the current institutional setting, government communication remains fragmented, with ministries and central executive bodies often issuing parallel or inconsistent messages, particularly during crisis situations.

The customer of the policy analysis is the Reforms Office of the Cabinet of Ministers of Ukraine, whose institutional interest lies in improving the effectiveness, predictability, and credibility of government action. As a coordinating body within the executive branch, it has both the mandate and the functional capacity to initiate systemic improvements in governance practices, including public communication. Its authority to support regulatory changes, facilitate interagency coordination, and cooperate with international partners makes it a key actor in addressing this problem. The persistence of the problem is driven by several interrelated causes. First, there is no formalized mechanism responsible for interagency coordination of public messaging, which results in unsynchronized statements by different officials and institutions. Second, communication practices are largely reactive, especially in crisis contexts, and lack standardized procedures and protocols. Third, institutional fragmentation and political competition within the executive branch further undermine message coherence. These weaknesses are exacerbated by low public trust in

state institutions, declining trust in traditional media, and the dominant role of social networks as primary sources of information.

The problem requires urgent state intervention due to the conditions of full-scale war, heightened societal sensitivity to official information, and increased exposure to disinformation. In this environment, contradictory government messages directly influence public behaviour, economic decision-making, and cooperation with international partners. Maintaining the status quo perpetuates communication crises, increases information risks, and weakens democratic resilience. The paper analyses three policy alternatives.

The recommended alternative is the establishment of a dedicated Government Office for Public Communication under the Cabinet of Ministers of Ukraine, responsible for implementing the One Voice principle. Compared to preserving the current decentralized model or creating a purely advisory interagency coordination group, this option offers clear advantages. Unlike the status quo, it introduces an institutionalized and enforceable coordination mechanism. Compared to a voluntary interagency group, it provides a stable mandate, professional capacity, and continuity that does not depend on individual political will. As a result, this alternative demonstrates the highest overall performance in terms of effectiveness, fairness, and long-term impact. To implement the recommended option, the customer must undertake several concrete actions. These include establishing the coordination office within the institutional framework of the Cabinet of Ministers, clearly defining its mandate and authority, developing unified communication standards and crisis protocols, introducing mandatory message coordination procedures, and investing in staff training, analytical capacity, and digital coordination tools. Implementation should follow a phased approach to ensure institutional adaptation and stakeholder engagement.

The expected outcomes include increased consistency and transparency of official messages, a reduced number of contradictory statements, improved crisis communication, and higher public trust in government information. Key target audiences, such as citizens, businesses, media, civil society organizations, and international partners, will benefit from clearer, more predictable and more credible government communication, contributing to social stability and more effective policy implementation. Finally, the proposed solution is consistent with Ukraine's international commitments in the areas of democratic governance and public administration reform. It aligns with OECD standards on public communication, supports European principles of good governance, and strengthens Ukraine's credibility as a reliable partner for the European Union, international organizations, and international donors by ensuring unified, transparent, and predictable government messaging.