

## UAPA - Alumni Association

Another program that has reaped rewards in terms of institutional capacity building and improved governance has been the partnership established between IPAC and the Ukrainian Academy of Public Administration - Alumni Association.

The Academy is a key element in ensuring that the Ukrainian bureaucracy will be staffed by a talented reform-minded elite of public servants. IPAC has joined this project by offering initial funding and support to an alumni association so that Academy graduates can continue to network, to learn from one another and to support the reform effort in various regions of Ukraine.

Seminars have been sponsored on issues ranging from human resource management to questions of internal labour markets, and leadership. Recently a seminar was held in Ivano-Frankivsk on the issue of ethics and corruption. The participants drafted a declaration of ethics which was sent to the central and oblast administrations for approval.

The alumni have found the seminars not only a valuable source of ongoing development, but also a vehicle for discussing relevant problems in various levels of government.

While the process of market reform in Ukraine is not yet as far along as that of other former post-communist states, PIPA can be viewed as one small part of the process required to ensure the success of this transition. Thus, thoughtful and skillfully executed micro reforms are going to be the order of the day. PIPA tries to encourage these types of small but crucial reforms which will help the Ukrainian government in its plans for institutional reform, economic restructuring, integration with the global economy, and financing and monetary stabilization.

Establishing a law-governed state, moving to an economy based on market principles, and responding to legitimate pressures from civil society are all part of Ukraine's democratic transition. The ability of Ukrainian society to steer through this complex and overlapping maze of issues will depend on the skill of those doing the steering. Efforts such as those of PIPA that improve the capacity to steer, are an important contribution to the successful democratic transition in Ukraine.

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# New Policy Advice for Reform Project in Ukraine

CIDA has announced the establishment of a new four-year, \$4.6 million Canadian Government initiative designed to support various reform initiatives in Ukraine. "Policy Advice For Reform in Ukraine Project" is managed by the Canadian Bureau for International Education (CBIE) and provides:

- ◆ a flexible, fast-acting and proactive programming tool for Canadian technical cooperation capable of responding to evolving political and economic events in Ukraine; and

- ◆ a mechanism that can respond to requests from the Government of Ukraine and to Canadian initiatives that support existing Canadian Government objectives in Ukraine.

Project activities are to be designed to build the capacity of Ukrainian partner organizations. This will include various mechanisms which will strengthen the capacity of Ukrainian partners to undertake economic reforms; to facilitate a greater impact of technical cooperation programs with bilateral and multilateral agencies; to create and sustain an enabling environment for trade and investment; and to develop and sustain linkages with Canadian business interests in Ukraine.

Achievement of project results will be accomplished through the provision of three primary activities:

- ◆ Short or long-term placements of Canadian advisors in Ukraine. Advisors will be placed in key ministries and specialized bodies and commissions in order to provide advice, technical expertise and specialized training in policy development or implementation issues central to the Ukrainian economic reform program.

- ◆ Training or internships in Canada. Ukrainian officials in key positions will come to Canada for short-term training or internships with Canadian public or private sector organizations or institutions to learn how Canada formulates policy and how it deals with policy implementation bottlenecks. Interns will come to Canada



*First meeting in Kyiv of the Steering Committee for Policy Advice for Reform Project, May 12-13, 1997. Bottom step, l-r: Tom Monastyrski, Project Manager; Jean-Bernard Parenteau, Project Officer - CIDA; Emile Baran, Counsellor, Technical Cooperation Section, Canadian Embassy; Patricia Campbell, Project Director, CBIE; Dr. Bohdan Krawchenko, Chief Technical Advisor. Middle step, l-r: Boris Balan, Field Coordinator; Oksana Khalitska, Project Officer, Tech. Coop. Sect., Cdn. Embassy; Bruce Steen, First Secretary, Tech. Coop. Sect., Cdn. Embassy. Top step, l-r: Lubomyr Markevych, Director, Canada-Ukraine Partners Office in Kyiv; Volodymyr Seniuk, Program Officer, Tech. Coop. Sect., Cdn. Embassy; Volodymyr Bychyk, Senior Officer, National Agency for Reconstruction and Development - Ukraine.*

with specific objectives or particular problems that they will address by working closely with Canadian experts.

- ◆ Study Tours to Canada. Senior Ukrainian officials committed to reform will be exposed, on a first-hand basis, to policy formulation and implementation in areas of recognized Canadian expertise through short-term study tours to Canada. Study tours will be designed to focus on a particular problem and allow for Ukrainian and Canadian policy makers to jointly find solutions that can be implemented in the Ukrainian environment or context.

The Project focuses on economic reform initiatives and support to reform programs which are linked to existing reform initiatives. To take full advantage of Canada's limited development assistance resources, the program will optimize opportunities for Canada to act as a catalyst to make the much larger financial resources coming from the international funding community more effective.