



CUPP Office staff in Kyiv, 1994

specifically, promoting the CUPP Program to its constituency, and providing advisory services to the managers of the various component projects as the need arose. The UCC's network of member organizations and branches across Canada positioned it uniquely to be able to provide names of contacts and resource people for the various partner projects. The unit originally worked out of Ottawa, but was later transferred to the UCC's Winnipeg headquarters.

CONCLUSION

The CUPP Program has been one of the highest-profile Canadian projects in Ukraine, with a number of attributes setting it above other CIDA-funded technical cooperation projects in the region.

One feature has been the very length of the successive programs, from PIPS to New CUPP, giving both the Ukrainian and Canadian partners time to get to know and trust each other. Although there was always haste to get the individual projects to the operational stage, the five-year continuity ensured time to develop real long-term relationships and linkages with partners.

Ongoing program evaluations and close cooperation and feedback from Ukrainian partners permitted the program to evolve to meet Ukraine's changing needs. Indeed, since the key program components of CUPP were public administration, health and civil society – all sectors in which Ukraine actively sought assistance with reforms -- Canadian expertise was both welcome and sought-after.

A new and more-sophisticated approach was also evolving to establish more effective and concrete reforms in these sectors, and avoid past mistakes. There was an overall shift in Canadian assistance to Ukraine from individual volunteer placements to institutional partnerships, and completion of a change from a supply to a demand-driven strategy. This

approach has proven to be highly successful, and leaves a greater impact on Ukraine's infrastructure. Such partnerships involve more than competent individuals: they bring a total institutional context to the exchange.

The presence of the CUPP Office right in central Kyiv almost from day one of Canada's activities in Ukraine gave exposure and added prestige to the projects it represented. The fact that the office came to be regarded with such respect by other Canadian projects, Ukrainians partners and even representatives of international organizations working in Kyiv, is testimony to its good work.

The services provided to CUPP projects and participants by the Program Support Unit on the Canadian side were also unique to this grouping. The pre-departure briefings for participants going to Ukraine strengthened individual effectiveness and ultimately increased the prospect for project success. Regular meetings with the other CUPP program managers provided opportunities for information-sharing and brainstorming. When this experience was opened up to all projects in a one-time "Canadian Executing Agency Forum" organized by the PSU in late 1997, the reaction was exceedingly positive, with project managers unanimously acknowledging the value of this experience. CUPP Program managers had worked in cooperation with one another from day one.

Although the Monitor magazine covered the gamut of activities between Canada and Ukraine, its affiliation with the CUPP Program meant that the partners always had access to its pages. With the move to a bilingual format and distribution in Ukraine, the CUPP projects were guaranteed exposure beyond their own community, and those circles in which the projects were active. News of their reform efforts was able to reach the top government echelons in Ukraine. As elsewhere, positive foreign media coverage can be a good thing in Ukraine.

CUPP FUNDING ENDS

As all good things inevitably come to an end, so too the CUPP program has reached the sunset clause of its agreements with CIDA as of March 1998. The individual partners are now going their independent ways. Each is in the process of submitting a new proposal to CIDA, and these are all at different stages of negotiations, with some projects looking more promising for future funding than others.

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