



read by tens of thousands of people. You cannot teach economics without a textbook. You cannot teach microeconomics or introduction to banking on the oral tradition. **And it has been so hard to convince Western governments to actually fund the publication of textbooks.**

Canada, thank God, is one of the few countries that have actually responded to this need. Western technical assistance is another case in point. The irony is that I could easily tomorrow write a telex to Washington and get twenty economists to come to Ukraine to discuss economics curriculum reform. But if I say, sponsor, let's say, the publication of Dornbush and Fisher's textbook, "Ah, gee, we can't do this." It's a \$3000 deal! The priorities there are not what they should be. I became passionate about this because I realize how difficult it is to teach without books, and this is a huge problem. However, I think we have done an awful lot to overcome it. Anyway, that's our Master's Program.

The second thing we've done is to establish a Centre for Continuing Education which has been given horrific tasks which are basically unrealizable. As of January, we are supposed to retrain 10,000 people, with discussions of 40, 50, 60, 70 thousand people. We are only now going to try to do something to put together proper executive training programs, and this one of the reasons why we are here. Last year, we had 3,500 people go through this Centre for Continuing Education.

We have a Policy Study Centre which is very heavily involved in proposals on economic reform and on administrative reform. One of the first things that we did is work very hard and very successfully on Civil Service Law, which passed Parliament on first reading and has gone through all the Commissions and it should be adopted by Parliament some time this week or next week. It's not a great law, but it is good in that it lays out the duties and obligations and begins to codify these things. And now, of course, comes the hard part, which is: How do you establish the institutions of a Civil Service? How do you do personnel policy in society which had anti-personnel policy, where the heads of Personnel Departments were anti-personnel personnel heads of departments? This is not going to be an easy task.

SOME PROMISING TRENDS IN THE BUREAUCRACY

I've given you all the problems, and there are many, but there is also a positive aspect to the kind of situation which I have described. One of these is that decisions are made very, rapidly. Sometimes, that takes you by great surprise. I knew the people around the Presidency, and the establishment of our Institute came about when I took a group of them to France and we saw their system?

"What a good idea to do something like this in Kyiv!"

"Yes, it's a great idea!"

"Why don't you do it?"

"OK. We'll talk about it when we get back."

We get back mid-January. In March, the decree is published to establish the school. We are given, by Kyiv standards, a great building by May, and I am told, "By September you have your first class opened up." And here I had thought we would have a year to prepare courses and all that. So basically, I had July and August to put together a Masters in Public Administration Course with no staff, no books, nothing. Another example is the Law on the Civil Service. It was also the result of a visit to France by the Minister of the Cabinet of Ministers. I was on the airplane with the minister, and we wandered onto the topic of a Civil Service.

He phoned me up on a Friday night to tell me to come to work at eight o'clock in the morning. He wanted to do a Position Paper to submit to the Prime Minister by four o'clock Saturday to establish a Commission to establish a Public Service. By Tuesday, it was done. So it has its positive sides as well.

QUESTIONS AND DISCUSSION

QUES: Why is Canada playing such an important role?

I think Canada is playing such a large role largely because of domestic political considerations. There are, after all, almost 1 million people in this country of Ukrainian background. But I think apart from that, Canada is not playing a larger role in terms of money than other countries are. This year, I think, the

largest financial role is being played by Germany.

Where Canada is unique is that it actually has a much better assistance program than any other country. Everybody talks about capacity building, about institutional development. These are wonderful words. The fact is that nobody, or very few people, actually do it. Canada actually does it. Part of its ability to do these things is because there are people in Canada, Canadians of Ukrainian background who actually control institutions. I'm not the only one, but I am a case in point. I am a Ukrainian civil servant, appointed by a Cabinet decree to run an institution. We have a very large agreement with Canada to help strengthen administrative reform.

This program is a bit of a model. The presence of Canadians on the ground has enabled Canada to do institution building and capacity building that others may talk about but don't really do.

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