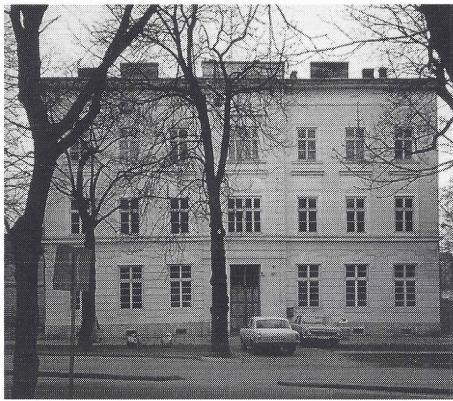


# UAPA Branches Nurture New Generation of Public Administrators

by Maryana Nikoula



In March 1997, representatives from the Canadian Bureau of International Education, Tom Monastyrski (Project Manager) and Maryana Nikoula (Project Administrator) visited the various branches of the Ukrainian Academy of Public Administration (UAPA), as part of the Public Service Reform Project (Ukraine). As part of their mission, they selected candidates who will be participating in internship programs in Canada at various Canadian universities.

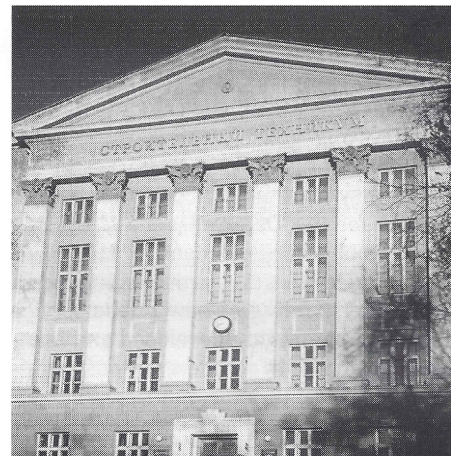
The expansion of the UAPA through the development of branches in Lviv, Odesa, Kharkiv and Dnipropetrovsk is an important landmark in the process of establishing a system of training and professional development for Ukrainian public servants.

As evidenced in many recent articles and conferences concerning Ukraine, the outdated system of public administration is one of the greatest obstacles in the way of economic and social reform. The World Bank has even passed a resolution saying that a \$200 million loan can only be accessed by Ukraine if administrative reform is carried out by the government.

On March 21, 1997, President Leonid Kuchma raised the issue of the need for comprehensive administrative reform in Ukraine in his Annual Address to Parliament. This reform plans for a radical restructuring of governmental bodies of the executive power, the transfer from the sectoral to the functional principle of establishing ministries and also the reduction in the overall number of councils and ministries. According to the President, further development of a training and professional development system for administrators is not only needed in the upper echelons of the administrative hierarchy, but also in its lower echelons where the deficit of professionalism is acutely felt. The development

of an overall system for training public servants remains an important constituent in the administrative reform process.

Fortunately, with the support from a myriad of international donors lead by Canada, the establishment of a comprehensive system for training, re-training and professional development of public servants is already under way in Ukraine. The Ukrainian Academy of Public Administration, attached to the Office of the President of Ukraine, is now the leading educational establishment in the field of public administration. Canadian support for various initiatives at UAPA, have been channeled through the Public Service Reform Project which is managed by CBIE and is financed by the Canadian International Development



Agency (CIDA). As a result of the pressing need for administrative reform, the Academy's role as one of the leading agents of change is constantly increasing.

To meet the challenge of these efforts, UAPA itself has had to expand its resources and facilities. Initially, the UAPA together with its Dnipropetrovsk branch were created on the basis of the Institute of Public Administration and self-government under the auspices of the Cabinet of Ministers of Ukraine in 1995 (Monitor, volume 4, No. 2, 1996). Eventually, three more branches were opened (in Lviv, Odesa and Kharkiv). At the completion of this current academic year 1996/97, it is anticipated that these four branches will graduate approximately 124 students from the Masters of Public Administration program. Most of them will be returning to their previous jobs in local and regional government depart-

ments with a new set of skills and a capacity to influence public policy development and implementation.

According to statistical data as of January 1, 1996, Ukraine has 234,000 public servants, not including support personnel. Only 362 persons have obtained specialized training through the Masters of Public Administration program at UAPA. The placement of graduates into influential positions has increased over the last few years (many now work in the President's Office, the Cabinet of Ministers and various local governments). While these results are positive, it is far too early to identify their collective presence as a "critical mass" of public servants who have the capability to develop and implement reforms. None the less, by the end of the 1996-1997 academic year the number of MPA graduates will reach 700, and by the end of the following year (1998) this number should reach approximately 1,075.

All UAPA branches now accept students in both the full-time and part-time programs. The full-time program offers one year of study towards the MPA degree, while the part-time program takes two years of study. The part-time program was developed so that it could offer the same program to high-ranking public servants who cannot leave their workplace. The UAPA branches also accept students in both programs based on individual contracts financed by either private or public institutions.

Each branch is responsible for a certain region. The Dnipropetrovsk branch ac-



*Some of the Ukrainian Academy of Public Administration branches: Lviv (top left), Dnipropetrovsk (centre) and Kharkiv (bottom right). UAPA is also active in Kyiv and Odesa.*