

Duration	Program	CIDA Contribution*	Canadians to Ukraine	Ukrainians to Canada
1/93-6/94	Partners in Progress (PIP) -	\$2.8 mln.	Total: 250	
9/94-9/95	Canada-Ukraine Partners Program (CUPP)	\$2.6 mln.	160	40
2/96-3/98	New Canada -Ukraine Partners Program (New CUPP):			
	Public Administration (PIPA)	\$1.380 mln.	40	26
	Health (PIH)	\$1.669 mln.	53	77
	Civil Society (PCS)	\$1.380 mln.	41	49
	Program Support Unit (PSU)	\$2.281 mln.	-	-
	Promotion and Advisory Services	\$102,000	-	-

* Includes monitoring, evaluations and contingencies.

Over five years, CIDA contributed \$12.2 million to the CUPP series of projects with 736 Ukrainians and Canadians travelling on missions and exchanges.

The CUPP program components included:

- **PARTNERS IN PUBLIC ADMINISTRATION**, managed by the Institute of Public Administration of Canada (IPAC), assisting the development of government administration in Ukraine and providing expert policy advice and training to Ukrainian public officials;
- **PARTNERS IN HEALTH**, managed by the Canadian Society for International Health (CSIH), supporting the development of an effective public health care system;
- **PARTNERS IN CIVIL SOCIETY**, managed by the Canadian Bureau for International Education (CBIE), contributing to the sustainable development of Ukrainian NGO's and other community-based organizations, and their participation in Ukraine's democratic reform process;
- **PARTNERS IN AGRICULTURE**, managed jointly by the Agriculture Institute of Canada (AIC) and the Canadian Federation of Agriculture (CFA), increasing the efficiency of the agriculture and agri-food business sector and promoting the concepts of market-based farming service.

The Ukrainian Canadian Congress, a non-governmental organization based in Winnipeg representing the million-strong Ukrainian Canadian community, came on board at this time as the umbrella manager for the CUPP program.

In contrast to PIPS, CUPP was set up to be largely targeted in nature, responding to priorities identified through negotiations between Canadian and Ukrainian partner organizations. Its role as a funding mechanism for individual Canadians interested in assisting Ukraine in the reform process by developing their own proposals was reduced to only 20% of the total project.

FROM DFAIT TO CIDA

In the summer of 1995, responsibility for Canada's technical assistance program for Central and Eastern Europe was transferred from the Department of Foreign Af-

fairs to CIDA, the Canadian International Development Agency. CIDA had the experience and an existing infrastructure with the necessary support mechanisms to handle and deliver technical assistance programs. At the same time, a strategy was developed to provide a clearer direction and a more focused approach for Canadian projects in Ukraine. One obvious change was in attitude, with the term "assistance" giving way to "cooperation" -- a term with which both sides felt more comfortable.

New CUPP



The third and final phase in this series of projects was the New CUPP Program, eventually also known as just "CUPP", spanning February 1996 to March 1998.

This time, however, there were only three "Partners", and management of the projects went back directly to CIDA. Due to a perceived lack of progress in the agricultural sector in Ukraine and the slow pace of privatization and land reform, the Canadian government dropped the agriculture component out of the New CUPP. The remaining three sectoral programs were Partners in Civil Society (CBIE), Partners in Health (CSIH), and Partners in Public Administration (IPAC). These were now joined by two support programs, a Program Support Unit to be administered by CBIE, and the Promotion and Advisory Services Unit, under the auspices of the Ukrainian Canadian Congress.

The New CUPP program's goals were to establish sustainable human resource development and institutional strengthening, and to emphasize Canada-Ukraine partnership linkages. The program completed a shift in Canadian assistance from a supply-driven to a demand-driven

approach, encouraging Ukraine to initiate request priorities. As well, there was a reorientation from individual volunteer placements to institutional partnership volunteer placements, usually for terms from two weeks to six months.

■ PARTNERS IN PUBLIC ADMINISTRATION

As the pace of reform in Ukraine quickens and the role of markets expands, the struggle to get the governance issues right becomes increasingly difficult. Yet good governance is essential if Ukraine is to emerge as one of the successful economies of Europe. The Partners in Public Administration Program aimed directly at improving the structures and practices of governance.

"It is necessary to underline that the success of Ukraine's entire reform effort depends to a great extent on Ukraine's ability to improve its institutional capacity to implement future reforms," states Marie Fortier-Balogh, project manager. "IPAC's strategy has been to achieve maximum leverage from relatively small resource inputs, through a series of very targeted projects within the partnership program."

As with the other CUPP partners, IPAC has been active in Ukraine since 1992, with its third phase now nearing completion. In this phase of the project, IPAC targeted 10 Ukrainian public sector institutions in four cities: Kyiv, Lviv, Kramatorsk and Chernivtsi. The main areas of the public sector addressed included finance and taxation; economic development; environmental protection and resource management.

Among IPAC's high-profile projects has been work on the development of legislation to establish an oil and gas royalties system. The project was designed to attract Western investment to help extract Ukraine's remaining deposits by putting into place a proper system of royalty incentives. Ultimately, this will also result in the reduction



Partners in Public Administration: Alumni Association participants in Seminar on Ethics and Values in Ivano-Frankivsk