



economy, thus fostering increased trade in the region.

Selection of future Europe projects will be based on a more focused group of sectors for each country. In Ukraine, the enterprise development in manufacturing and engineering sectors will be given priority.

Other critical sectors, particularly those with previously successful projects, will not be ruled out (environmental protection in Ukraine, for instance). In general, however, a closer alignment with Canadian interests and expertise will be favoured. For example, Canada is well-equipped to offer assistance in aspects of agricultural production, such as food processing and storage techniques, that can help Ukraine capitalized on its rich agricultural potential.

UKRAINIAN OPPORTUNITIES

Since the start of CESO's Europe program in 1990, over 600 organisations and companies from numerous sectors have received assistance in areas such as management training, marketing, business planning, quality-control and human resource development.

In Ukraine alone, CESO projects have assisted over 30 clients in the past two years, including many small businesses who have received management training and restructuring advice on all levels. As market reforms in this country are about to gain real momentum, particularly since President Kuchma reached agreement with the IMF, business advisory programs such as CESO's are more crucial than ever in supporting a difficult economic transformation.

With the Canadian government showing an increasing interest in fostering economic ties with Ukraine, CESO's move to induce business linkages to its program comes at an opportune moment. Claire Bonell, Vice-President of CESO International Services, explained that CESO's presence in Ukraine and other new market economies "will continue to bring significant benefits through advisory projects. At the same time, we want to enhance our program by actively encouraging economic cooperation with Canadian companies".

"Business Linkages" is not a new idea to CESO, given that advisors often return from projects with recommendations for corporate cooperation. For example, in

1994 a CESO adviser assisted Shans Ltd., a Ukrainian manufacturer of steam broiler surface elements, with budget planning and quality control. He also suggested a potential joint venture with an Ontario company, but lack of adequate back-up in the past has made laying the actual groundwork for such ventures extremely difficult.

As part of its overall strategy, CESO also plans to pursue more "reverse" projects, in which managers from client companies visit Canada. Enough clients in Europe have adequately stable management that CESO hopes to undertake as many as 25 reverse projects per year. Repeat assistance to the same clients, aimed to foster a more comprehensive and long-term impact on individual companies, in another area in which CESO plans to expand.

CESO's revised program strategy for

Europe was the chief topic at a November conference in Warsaw, Poland, that brought together CESO senior management, including president Dan Haggerty, Resident Representatives from 12 countries, delegates from the Bureau of Assistance to Central and Eastern Europe (CESO's sponsor for this program) as well as various trade commissioners.

For additional information on CESO and its activities, contact Kate Dillon or Wirek Gotowski at CESO in Toronto, Canada (416) 961-2376.

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