



Jack Kuhns, CUPP Special Advisor, and Marie-Fortier Balogh, Director of International Programs, IPAC, on last mission in Lviv.

As a result of the IPAC Mission, over the next two years Saskatchewan will be working with Ukraine on four projects supported under the new IPAC Partners in Public Administration program:

1. Saskatchewan energy and environment officials will be cooperating closely with officials from Ukraine's Ministry of Environmental Protection and Nuclear Safety and the State Oil and Gas Committee on a work program to establish a royalty and regulatory structure for the oil and gas sector, as well as the policies and related legislation leading to the development of an Oil and Gas Ecological Fund.
2. The Saskatchewan and Ukraine Ministries of Justice will work together on the mandate of a Legal Drafting Unit to be established within the Ukraine Ministry of Justice.
3. In the area of business development, the Saskatchewan Department Of Economic Development in conjunction with the University of Saskatchewan and the Sask. Provincial Council of the Ukrainian Canadian Congress will work with the Oblast, City and University of Chernivtsi to establish a Small Business Development Centre in the City of Chernivtsi.
4. Finally, Saskatchewan officials from the Saskatchewan Opportunities Corporation and the Saskatchewan Tourism Authority will offer advice to the City of Lviv municipal government regarding the establishment of a tourism authority and the outline of a preliminary development plan for the Lviv tourism industry.

The Institute of Public Administration of Canada (IPAC) is a private non-profit Canadian organization concerned with the theory and practice of public management. It is composed of senior public servants from all orders of government across Canada, as well as researchers and academics dedicated to the improvement of the quality of public policy and management.

Other IPAC Projects

- The Canadian Office of the Commissioner for Federal Judicial Affairs will assist the Minister of Justice of Ukraine with the reform of the administration of the judicial system. While the administration of the judicial system has been historically the responsibility of the Ministry of Justice, during Soviet times this function was not carried out with a view to securing the independence of judges in the determination of cases brought before them. Indeed, the judiciary often acted in tandem with prosecutors and Communist Party officials to suppress the rights' of individuals. With the emergence of Ukraine as a society struggling to be governed by the rule of law, there is an acute need to strengthen the role, function and operation of the department within the Ministry responsible for the administration of the judicial system.

- At present, environmental laboratories in Ukraine are not subject to the international accreditation standards developed by the International Standards Organization (ISO). While some laboratories are of reasonable quality, many are sub-standard, particularly with regard to equipment, procedures, computers and software. A partnership between the Manitoba Environmental Laboratory Sciences Centre, Environment Canada, the Standards Council of Canada and the Canadian Association of Environmental Analytical Laboratories will provide technical assistance to the Ministry of Environmental Protection and Nuclear Safety to improve the quality of the environmental laboratory science in Ukraine.

- Ukraine's aircraft manufacture and repair industry has significant potential to become a major contributor to the Ukrainian export economy. Ukraine accounted for approximately two thirds of the former Soviet Union's aircraft production. Ukraine's potential as a manufacturer in the sector rivals that of Canada's, which is sixth in the world. With the collapse of the Soviet Union, the aircraft certification system reverted to Moscow, essentially leaving Ukraine without a system. As a result, Ukrainian aircraft design, manufacture and repair industries do not meet international standards as prescribed by the International Civil Aviation Organization (ICAO). Transport Canada will be partnered with the State Department of Aviation Transport of Ukraine, Aviation Registry, to improve the quality of aircraft design, manufacture, maintenance and repair in Ukraine and to enhance aircraft export potential.

- The National Productivity Centre (Ministry of Labour), located in Kramatorsk, works to improve the productivity of industry across Ukraine. It relies on the provision of consulting services to its client industries in the pursuit of its goals. The Centre will concentrate efforts initially on one hundred

companies across the country to pilot a number of approaches and to demonstrate the effectiveness of its services. With the assistance of Humber College in Toronto, consultants on the staff of the Centre will be trained as trainers in industrial process consulting techniques; a training program in process consulting will be established within the Centre. The Centre will be equipped to produce and publish a regular newsletter on productivity.

- The Ukrainian State Company for Credits and Investments is a new entity established to promote the inflow of national and international financial resources to the primary sectors of the Ukrainian economy and to perform certain tasks relating to the management of public debt. The Ministry of Finance, Province of Manitoba, will work closely with the State Company to improve Ukraine's capacity to attract investment and to establish reasonable bond credit ratings.

- The Commission on Finance and Banking, Sub-Commission on Taxation Policy, of the Verkhovna Rada, plays a key role in the development of policy and legislation for Ukraine's taxation system. It is the last step in the process before legislation and policy passes to the Rada for debate and approval. It is therefore the last source of policy advice to the legislature on taxation policy and the last point of quality control on draft legislation. The Ministry of Revenue, Province of Quebec, will collaborate with the Sub-Commission on Taxation Policy, to improve the operation of the Ukrainian taxation system in terms of equity balanced with income generation.

- Ukraine has made significant progress in the reform of its public service over the past few years. However, much is left to be accomplished in creating a critical mass of progressive minded public sector managers at the senior and middle echelons. A key contributor to the reform process is the Ukrainian Academy of Public Administration which annually injects 135 graduates at the masters level in to the public service, at all three levels of government. The Academy has established an alumnae association, with a growing membership of 350, which provides an active network for its graduates. The alumnae association provides a natural channel for "continuing education" activities for its members and for networking in support of the reform process. The Institute of Public Administration of Canada (IPAC) will work closely with the association in the development of activities of mutual interest.

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