



QUES: What are the potential benefits for Canada's involvement with Ukraine?

Germany obviously has an important economic interest, but I think that some of these things should not be evaluated only by their trade benefit. Certain things should be done because they ought to be done. When children are dying because of a lack of vaccines, one should not be asking the question of trade benefit. I suppose that the trade benefit is that is that, if you have one of the largest countries in Europe face a disaster, the repercussions would be widespread. There are programs that are very clearly marked towards the trade side, but in the case of Germany, for example, they just signed an agreement with our Institute to help strengthen public administration. I don't see any immediate trade benefit.

Certainly Canada has a very good image in Ukraine, and could have used this to take advantage of many commercial opportunities. But where Canada had a problem was in its diplomatic presence - the first Western country to recognize Ukraine was the last to have a functioning embassy. It is only now terminating its renovations. So while in the public's mind the attitude toward Canada is very favourable, Canadian capacity to actually get benefit from it is very low. We have an embassy with 4 or 5 diplomats? Compare that to the Germans who have an embassy with 45 diplomats. (At the time of the lecture the Canadian ambassador was still working out of a hotel room.)

QUES: Whom do you train in your Institute?

We train civil servants. Eighty per cent of our students are middle ranking civil servants, while twenty per cent come from outside the society. But they have to work for the State for three years. We cannot wait to train people then who may work for the government and may get an important position. The focus in our Masters Program is very much on people who are already in positions of authority.

QUES: Does Ukraine have career planning at this point?

There is no public service, there is no personnel agency. The closest thing to

career planning is an Alumni Association which we have established and which will have to serve as a career planning service. But this is an enormous problem, none of this infrastructure exists.

QUES: Do you have a model bureaucracy that you prefer, be it French, German?

No, we don't teach a model. What we do teach is a lot of basic disciplines: economics, finance, law, political science, social policy, public administration, and we have great cooperation with quite a number of countries. But in this world you don't have 33,000 choices. Ukraine is not a federal state, so it is not surprising that France emerges as a model, and in the political class France is very consciously selected as a model.

QUES: What are the citizen's expectations as you start to set up this kind of new government, new institutions, new structures. Is there any interaction between such people as yourself and the general population?

Apart from the fact that I live there, my interaction is that I go very often on radio and television, on certain open-line programs. What I try to do is to establish in the public's mind an awareness of the fact that you need public service. Basically, to make bureaucrat a good word, because you have an awful lot of stupid populace demagoguery in Ukraine today where people say, government is too big. One hundred and thirty people in the Ministry of Justice and that's too big! We are also doing a number of interesting local programs. We are about to develop a program for the administration of urban areas. Before we do that, we've put into place a program in two places, one in Kyiv, one in Lviv, which has as its task something very basic: how to improve service to the public. You don't need a change in constitution and macroeconomic stabilization to have the babushka fill out one form as opposed to 52. We went around asking people who had taken care of privatization in Lviv, just how many times this one simple little document is touched. It was touched by 42 people. I explained to them, with 42 separate individuals touching this paper, it's so easy to take 30 steps out. And the population becomes a little happier. So the actual delivery of services to the population, the development of that kind

of culture where the citizen becomes a consumer, is something that we try to do.

COMMENT: Perhaps the major difference between Canada and Ukraine in that respect is that in Ukraine 42 people will touch that same paper, while in Canada we would make 41 photocopies and make sure that they get one each.

QUES: You are in a society in which there is no tradition of rule of law, a very limited tradition of private initiative, and no tradition of a non-political public service. What are the principles you are trying to teach in your Institute and to what extent are you running into opposition from the powers that be as you attempt to establish a modern public service?

It's very difficult to do all these things and the way we try to teach them is but actually teaching the discipline. So we will not talk about the rule of law, we will teach law. We won't talk about market economics, we teach market economics. In terms of the powers that be, part of the problem is that they are only now becoming aware of the need for administrative reform. So the people who run the state at the macro level are extremely supportive of this project, because they understand the need. The big problem that we find is at the senior middle ranks, where a Law on the Civil Service is coming into being. One of the things the Law provides for is a validation of people in their posts - you have to find out whether the tax inspector Category 1 actually knows anything about taxes. This is a process of validation being elaborated, and it comes at a time when we are releasing our graduates. They get an awful lot of resistance because obviously they think that these people are going to be replacing others. What you have to do is create a critical mass, you have to create a movement, and it's going to take a fair amount of time. But again there is no choice here. These things have to happen sooner or later. How it looks institutionally - whether it looks like France or Germany or Britain - it doesn't really matter. The basic framework is still the same and you have to establish it.