



political science, information technology and modern foreign languages (English, French or German). In addition, there are concentrations in urban management, public economics, law and social policy which consist of specialized courses in these fields. Internships in foreign countries - 30 students visited Canada annually - provides first-hand experience of a democratic public service operating under market conditions. Finally, all students submit a thesis. Last year the degree program was validated by the University of North London, demonstrating that it is possible to achieve international standards of education.

IPALG developed a library of some 20,000 volumes, a modern Computer Centre, a Didactic Centre to assist in the development of learning resources, an Audio-Visual Department with modern equipment, including for simultaneous translation.

IPALG also offered specialized training programs in topics such as the budget process, women's executive development and government communications. A Centre for Continuing Education and a branch in Dnipropetrovsk were created. At IPALG's

country and internationally. IPALG taught courses which had never been offered in Ukraine. Canada supplied many instructors, supported the publication of textbooks and other learning resources, the development of language training programs and helped establish a library. Study visits to Canadian institutions by Ukrainian lecturers was an important component of IPALG's human development program. Executive training for senior members of government was also a note worthy feature of Canadian assistance.

Academy of Public Administration (UAPA), Office of the President

A new period in public service reform was opened with the transformation of IPALG into the Ukrainian Academy of Public Administration (UAPA) attached to the Office of the President. The May 1995 Presidential decree creating the Academy represented a serious recognition by Ukrainian authorities of the need to

enhance public service training in order to deepen and broaden the reform process.

As in the past, students are selected to the Academy on the basis of competitive entrance examinations.

Those eligible for admission are civil servants within the first four grades of the public service with at least one year's experience; those on the 'reserve list' for such positions, and ten per cent can be university graduates committed

to a career as a senior public servant. The Academy in Kyiv will thus focus on training the upper echelons of bureaucracy. Some 110 will be admitted each year.

The offering of a part-time master in public administration degree (to be pursued over two years) is a new initiative. For the first time senior public servants who cannot be spared from their jobs will have an opportunity to develop themselves professionally. Some 75 students are expected to be recruited into this program.

Perhaps the most significant new development is the establishment of branches in Kharkiv, Lviv and Odesa (in

addition to the existing branch in Dnipropetrovsk). The branches will offer a Master in Public Administration program to some 25 students drawn from their regions. In addition, branches will initiated in-service training programs. This expansion, it is hoped, will substantially increase the number of reform-minded public servants.

As reforms enter the more complex phase (for example, recasting social programs), the existing knowledge base of policy makers has to be expanded. For this reason, the Academy now offers advanced degrees (candidate of sciences, doctorates) to be awarded for original policy research. Candidates for advanced degrees will be drawn largely from the Alumni. The Journal of Public Administration which has been launched will publish the results of this and other research initiatives.

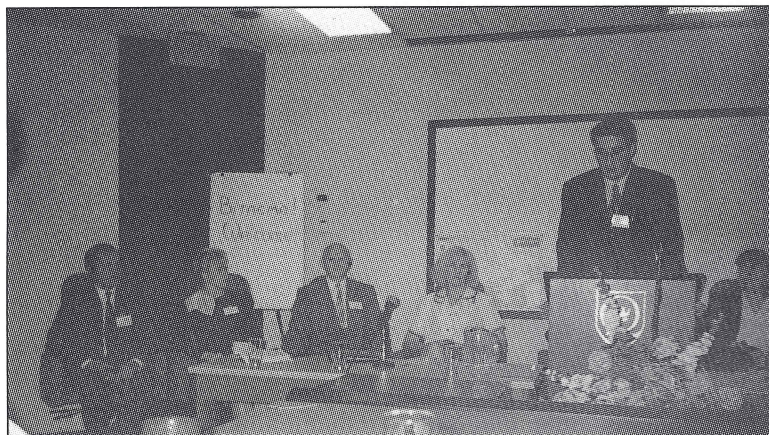
IPALG's Centre for Continuing Education was renamed Institute for Continuing Education, and is to develop comprehensive in-service training programs. Oblast level in-service training centres are being established (16 have been organized to-date) whose programs are geared to improve the quality of local administrations. The Academy is called upon to develop courses, learning resources and train instructors for this vast local network.

The Academy received level four accreditation, the highest there is in Ukraine. A Ukrainian, Volodymyr Luhovyi, who holds a doctorate in education and is a former Deputy Minister of Education was appointed Rector. Bohdan Krawchenko was appointed by the President as Vice-Rector with responsibility for international relations and academic development issues.

Poised for the Future

Economic development and reform of public sector spending are the most pressing challenges of the current stage of reform. Economic development includes objectives such as government policies to promote private sector growth - such as streamlining regulations to facilitate business start-up, privatization, reform of taxation and the development of human resource policies. Public sector spending reform requires restructuring government programs in social welfare, health, and education, and instituting more effective budget procedures and collection of revenue. Both groups of tasks require substantial change of public management practices, which cannot be achieved without training.

The Academy thus faces new challenges. This is nothing new. Canada's support has done much to give the institution the capacity to respond to the needs of reform.



Colloquium on Public Administration in Ukraine and Canada, held in Ottawa, June 1996. The colloquium was part of an internship program for mid-career Ukrainian public servants who are also students at UAPA. Speaking: Tom Monastyrski, Program Manager, CBIE.

initiative, the World Bank's Joint Economic Training Centre; the International Centre for Privatization, Investment and Management; the International Centre for Policy Studies and the School of Health Administration were established. A dynamic Alumni Association was established which publishes a quarterly magazine devoted to discussion of reform of public administration, and holds seminars and conferences. The passage of the law on the civil service and the establishment of the Directorate General of the Public Service is one of several important policy initiatives which originated at IPALG.

Canada's role in IPALG's development was decisive and widely recognized within the