



Partners in Civil Society: ESL teachers from Manitoba carrying out methodology courses for Ukrainian teachers in Lviv.

was implemented primarily through establishing linkages between these partners and organizations in Canada with similar interests and objectives. At the same time, the Ukrainians were encouraged to develop linkages with other organizations whenever and wherever possible. There was also a conscious effort by CBIE, the Canadian executing agency, to maximize the impact of these programs through joint activities with other international donors such as the Eurasia Foundation and the International Renaissance Foundation.

The five partner Ukrainian organizations, listed in the table on page 9, have a wide range of activities:

- PLAST Ukraine is a scouting organization for young men and women with a strong base in western Ukraine. It provides counselling and training in democratic leadership for young people.
- The Kharkiv Centre for Gender Studies does gender research and provides information and technical support to women's NGO's in eastern Ukraine, including training in NGO management and entrepreneurship.

- The West Ukrainian Resource Centre is an umbrella organization which provides advice and assistance to other NGO's in western Ukraine.
- The Lviv Board of Education is engaging in educational reforms using western models of education.
- Democratic Initiatives Foundation, an independent NGO in Kyiv, does public opinion polling, research and analysis, and provides this information, along with training, to journalists, political analysts and politicians.

The type of assistance provided to Ukraine has included training in leadership, train-the-trainer, NGO management and administration, democratic processes, teacher education, computer skills and entrepreneurship for women. Most of the work of Partners in Civil Society was undertaken by volunteers, both Canadian and Ukrainian. In some cases, where Canadian volunteers with the right skills could not be found, consultants were used. Most training was done in Canada, through short-term study visits and programs lasting between two weeks and three months rather than in Ukraine as in earlier projects. The purchase of some equipment and development of learning materials such as training manuals and reference materials were also supported by the program.

"Over the past two years, our Ukrainian partners have shown an increased confidence in their own abilities," says program manager Tony Berezowecki. "They've taken the training that they received and passed it on to others on their own. They rely much less now on their Canadian partners to de-

velop and run programs for them. Our Ukrainian partners are now networking together and helping each other, whereas before they were operating in isolation. We've also seen them establish many new linkages with other Canadian organizations, and we expect these partnerships to continue beyond the life of this project."

The Third Sector in Ukraine still faces a number of serious problems. NGO legislation is still inadequate, NGO managers and leaders need more sustained professional training in their field. They must develop stronger linkages and understanding with the private sector, all levels of government, and the general public. Although the present program is rapidly coming to an end, CBIE plans to continue working in future projects with civil society organizations in Ukraine to address these problems.

■ CUPP PROGRAM SUPPORT UNIT

The final "Partners" program featured a separate division called the Program Support Unit (PSU), under the management of CBIE. This umbrella unit included briefings, orientations, consultation meetings, the Canada-Ukraine Partners Office in Kyiv and the Canada-Ukraine Monitor magazine.

One of the reasons for the considerable success of the PIP and CUPP programs has been the provision of good support services. This support has taken the form of a support office on the ground in Kyiv, briefings of volunteers going to Ukraine, orientations of Ukrainians visiting Canada, and regular consultative meetings with all partners.

The briefings have evolved over the five years from three-day sessions with an emphasis on cross-cultural communication issues to one-day intensive sessions with a balance between political analysis and cross-cultural management issues.

"We have done over 20 briefings during the last two years," says Helgi Eyford, program manager of the PSU. "Our post-mission debriefings tell us that these briefings are very important to the success of missions. They can be an opportunity to identify people who might not be prepared for the difficulties of working in Ukraine and who might need extra support."

Briefings include presentations on the political history of Ukraine, cross-cultural management issues, advice from experienced program managers, cultural shock and the adaptation curve, health and safety, and practical tips on getting things done.

The orientations of Ukrainians were introduced only last year, yet they have proven



Partners in Civil Society Project: Delegation from Ukraine, West Ukrainian Resource Centre, visits their Canadian partner Edmonton's Grant McEwan Community College, as part of a study tour of Non-Government Organization (NGO) management and training.

