

CIDA



Ukrainian Canadian Congress



The Chair of Ukrainian Studies

**C**anadians in Ukraine

*Fifteen Years of Canadian  
Technical Assistance  
Projects*



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The Chair of Ukrainian Studies at the University of Ottawa in partnership with the Ukrainian Canadian Congress and with funding support from the Canadian International Development Agency (CIDA), organized the conference *Canadians in Ukraine: Fifteen Years of Canadian Technical Assistance Projects in Ukraine* at the University of Ottawa on 11 October 2007. The gathering brought together representatives of the public sector, the non-governmental sector, the Ukrainian Canadian community and other groups involved in projects in Ukraine since Canada recognized Ukraine's independence in December 1991. Over the intervening decade and a half, Canada has contributed more than \$300 million in official technical cooperation, and that sum has been complemented by a substantial if difficult to quantify amount of "unofficial" cooperation on the part of many different groups, especially those within the Ukrainian community in Canada.

The conference featured presentations from a variety of perspectives on the activities that Canada, in its official assistance as well as community-based initiatives, has undertaken to facilitate Ukraine's progress toward a modern democratic state. A review and analysis of the development support that Canada has provided, conducted by a research team with the Chair of Ukrainian Studies, introduced and framed the theme of the conference. The lead investigators with the Ottawa Chair summarized some of the preliminary findings of their research, describing their methodology in compiling and analyzing information obtained from a range of projects. In this process they assembled and examined aggregate data on the development areas where Canada has been active. This opening presentation was used to raise questions that the analysis had identified, while at the same time offering observations about the recurring factors influencing Canada's cooperation. The Chair team further outlined some of the "lessons learned" from its analysis, with the intention of giving direction to Canada's future technical assistance to Ukraine and to improving the management of these efforts.

The conference provided the opportunity to document and raise awareness of the significant contribution that Canadians have made to Ukraine's evolution in the post-Soviet era. The information on Canadian technical assistance that the research team collected in preparation for the conference will also be utilized as a permanent resource: it has been put into a database that will make available to interested parties details about Canada's assistance activities as well as their impact on those involved in them or directly affected by them. The establishment of such a database is one of the priorities of Parliament, the Ukrainian Canadian community, and the Canadian International Development Agency (CIDA). The Chair is confident that this database will be an invaluable tool in Canada's continuing engagement with Ukraine, a core bilateral cooperation partner.

The following is a report on the successful *Canadians in Ukraine* conference, which was open to the public and attended by more than 80 participants and guests. It not only includes an overview of the sessions and discussions, but some of the preparatory research and analysis that is being incorporated in the database. The organizers of the conference are grateful to CIDA for their financial contribution toward this endeavour, and to all of the speakers and attendees.



Since Ukraine's independence in 1991, Canada has been very present in the progress of its development. Through not only the federal government, but also non-governmental organizations (NGOs), members of the Ukrainian-Canadian community, and individual philanthropic contributions, Ukraine and its regional partners have seen a number of development projects in the way of technical assistance. Unfortunately for practitioners working in the area, the mass of information regarding the country's transformation has not officially been recorded, nor are publications providing detailed information on the various development efforts readily available to the general public. It is with this in mind that the Chair of Ukrainian Studies at the University of Ottawa, in conjunction with the Ukrainian Canadian Congress (UCC), embarked on a project to compile not only a database of past and current projects in the region, but also sought to examine the best practices and lessons learned from technical assistance as Ukraine progresses forward into the twenty-first century.

One of the main objectives of our research was to examine the history of technical assistance projects in Ukraine over the last 15 years. The purpose of the conference held on October 11, 2007 was to present our main research findings to the Ukrainian-Canadian community, our funders at the Canadian International Development Agency, as well as development practitioners and academics working in the region. The overview presentation displayed at the conference was meant to address not only a brief history of development work in Ukraine, but also sought to examine the trends, best practices, and lessons learned in Canadian technical assistance.

With the hopes of improving the effectiveness of program delivery, the Chair of Ukrainian Studies began a rigorous study of those reports and evaluations examining development assistance projects in Ukraine over the last 15 years. Our findings were eventually organized, acting as the basis for the October conference entitled *Fifteen Years of Canadian Technical Assistance Projects in Ukraine*. Incredibly successful, the conference sought to provide an analytical framework for understanding development efforts, but also to foster networking opportunities within academia, and create the public institutional memory that for so long had been absent. The evaluations and discussions that were a product of the event have been assembled here in this post-conference report.



A major element of the Conference was the presentation by the Chair and its research team and by Jars Balan of a preliminary report bringing forward the analysis and review of Canadian cooperation activities. The research on which the report was based was conducted by Ifeoma Ojukwu and Sarah Jamal. It constitutes the most comprehensive view of projects that Canada has had with Ukraine that has been undertaken. The research sought to compile information on the hundreds of technical assistance projects assess the Canadian organizations have undertaken in many different sectors, including public administration and governance, support for the rule of law and judicial reform, election monitoring, humanitarian assistance, agricultural development, promotion of civil society, assistance for health, promotion of education, nuclear non-proliferation, protection of the environment, and privatization; a large component of these projects has been funded directly by the federal government, initially through Foreign Affairs and since 1994 through CIDA. The project also sought to review the large number of project that have been initiated by Ukrainian-Canadian community organizations, as well as those that have been carried forward by other Canadian-based communities with roots in Ukraine, such as Jewish and Mennonite organizations, and by other local non-governmental organizations.

The research has had to confront a number of constraints. It has been difficult to obtain the background information. It has been a particular challenge to identify the projects that the communities have undertaken. Very often they have been local efforts, based on person-to-person contacts. These projects have been especially valuable because of the engagement of individuals and groups, both in Canada and Ukraine. Information on the specific projects is not often made public in a systematic way. The research team has had to seek to pursue individual leads to get information. It has particularly used the resources of the Ukrainian Canadian Congress to track down information and reports on projects, so as to be able to integrate it in its data base.

Another challenge faced with regard to CIDA funded projects is that there is no publicly accessible inventory of such projects, apart from the abstracts on current projects on the CIDA web site. Although there has been a requirement for there to be reports on the projects for the purposes of CIDA's project management and accounting for resources, such reports are not readily available to the public. The research team received excellent cooperation from the Canadian executing agencies and was able to put together sufficient information to be able to analyze the projects and make credible assessments on the achievements of Canadian contribution.

The fact that there have been no publications or web sites providing detailed information on these projects, and that there has not been until now a basic database of past and current projects, whether government or privately-funded, speaks strongly for the value of having a source of information that will respond to the requirements of the the academy, community and government to cooperate in understanding Canada's achievements in Ukraine and to make this information available to the public.

The analysis and the review and more generally the diffusion of information on Canada's assistance activities, as well as their effects and those who have been involved in them responds to a need recognized by the Canadian International Development Agency (CIDA). But it is also a priority stressed by the Ukrainian Canadian community. The

Parliament, in a Senate report, has pointed to the value of having a “database of aid projects presently under way between Canada and Ukraine. These would involve government, NGOs, private organizations and individuals”; the report has further recommended that such a database serve to identify “Ukrainian-Canadian expertise that could be brought to bear on Canadian aid to Ukraine ... (and) Ukrainian-Canadian organizations that could be involved in assistance projects to Ukraine”.

The database already led to the outlining of lessons that can be drawn from Canadian cooperation that were discussed at the Conference. It has the potential to be used in the future as a means to orient Canadian development efforts. It could also serve as a basis for more systematic and structured dialogue among officials from CIDA, members of organizations, non-governmental as well as in the public sector, academics, representatives of the Ukrainian Canadian community, as well as other civil society and community entities, and members of the private sector, leading to an enhanced Canadian contribution to Ukraine.

The Chair recommends that the research leading to the database continue. It recommends there be a call for organizations in the non-governmental and community sectors communicate information on their projects for inclusion in the database, and particularly that the Ukrainian Canadian Congress communicate to its members involved in cooperation and partnership activities the value of making available the information for the database. The Chair also recommends that CIDA consider means to provide access to information on its current and past projects, so that it might be available in the database (such access might require changes in its procedures to provide for the consent of the executing agencies and others involved in reporting on and evaluating projects to make public the information).



Canada has been involved in technical cooperation with Ukraine since Ukraine gained its independence in 1991. Over that period Canada has contributed more than \$300 million, in official assistance, primarily in supporting the transition to democracy and to a market economy, and in enhancing nuclear safety. Canada's bilateral support for Ukraine's transition has been complemented by humanitarian assistance and commercial credits, as well as assistance provided through the multilateral development institutions and agencies, and contributions for regional initiatives to countries in Central and Eastern Europe, including Ukraine. Relative to its demographic and economic weight, Canada may be the country that has invested the most in assisting Ukraine's transformation.

In addition to the governmental activities, actions by community organizations have been a significant part of Canada's cooperation with Ukraine. Often these activities are not well-known by the public at large, but they make an inestimable contribution to Canada's relations with Ukraine.

Canada's contribution to Ukraine's development is considerably enriched by the cultural ties of the community of Canadians with Ukrainian heritage. With more than one million members making up the Ukrainian-Canadian community, it represents a significant and influential segment of the Canadian landscape – one with the ability to mobilize politically and economically for reform. The role played by numerous non-governmental and unofficial contacts extending from interactions between civil groups – farmers, for example – to family meetings, to small business investments is a crucial aspect of Canada's bilateral relationship with Ukraine. Moreover, development programs, building on these human ties have been holistic and often cross-cutting, making strides in a variety of sectors ranging from social services, to professional training, and economic development.

In addition to the Ukrainian-Canadian community, other communities, often faith-based, have made significant contributions to cooperation; Canadian-based communities with roots in Ukraine, such as Jewish and Mennonite organizations, have been particularly active.

Although community projects represent a notable portion of Canadian engagement with Ukraine, a significant majority of the projects we analyzed focused only on official cooperation between the Government of Canada, through CIDA, and various levels of Ukrainian stakeholders. Nevertheless, those community projects which we did study centred on developments in human rights and legislative reform, interparliamentary cooperation, educational outreach, gender, religion, language, health, and culture.

In our understanding of the movement toward technical assistance, we developed a sense of many of the socio-political concerns faced by practitioners in the field. One of the recurring themes we noted was a preoccupation with the various challenges confronting statehood. As a newly independent state, Ukraine has faced a number of development challenges; including, but not limited to, the development of a framework of laws and policies, the creation of a viable financial sector, a functioning and accountable public administration, increased popular participation, and technological modernization. As such, there exists an increased need to train and develop not only citizens, but also institutions and processes. It is with this in mind that the history of Canadian technical assistance has taken place.




Canada's intention to have an official bilateral assistance program was announced almost immediately after Canada recognized Ukraine on December 2, 1991, and established diplomatic relations with Ukraine on January 27, 1992. The Secretary of State for External Affairs, the Honourable Barbara McDougall, during her visit to Ukraine the previous September, had announced \$1 million in initiatives aimed at mitigating the consequences of the Chernobyl nuclear accident. Following Ukraine's independence, the Government of Canada added Ukraine to the countries which received assistance administered by the Task Force on Central and Eastern Europe in the Department of External Affairs. The Task Force, following a mission to Ukraine in early 1992, decided that Canada's development assistance at the beginning should focus on agricultural development, promotion of small and medium-sized business, and assistance to the public sector, particularly in creating the conditions for business.

In March 1994, during his visit to Kyiv, the Canadian Foreign Minister, the Honourable André Ouellet, signed with his Ukrainian counterpart, Anatoly Zlenko, a joint declaration on the "Special Partnership" between Canada and Ukraine, which recognizes Canada's support for the development of an independent and prosperous Ukraine (the declaration was renewed in December 2001, during the visit to Ukraine of the Minister of Foreign Affairs, the Honourable John Manley). The declaration of Special Partnership spoke in general terms of areas of cooperation, including protecting the environment, enhancing nuclear safety, improving conditions for mutually beneficial economic cooperation, assisting in changes in legislation and regulations. The declaration noted the importance of the involvement of private business and encouraged the participation of "enterprises, organizations and citizens of the two countries in the widest possible economic, academic, humanitarian and cultural cooperation". The Declaration on the Special Partnership was complemented by the agreement on economic cooperation, signed in Ottawa on October 24, 1994; the agreement seeks to build Canada-Ukraine business relationships and seek ways to overcome obstacles to bilateral trade and investment. and which established a Canada-Ukraine Intergovernmental Economic Commission, as a means to structure the involvement of the Canadian business community through working groups responsible for agriculture, construction and energy.

Responsibility for Canada's program of co-operation with Ukraine was transferred in 1995 to the Canadian International Development Agency (CIDA).

In January 1997, CIDA announced its Programming Strategy for Ukraine. The program sought to emphasize "projects that directly give rise to durable reform, or that increase the capacity of institutions and organizations to take advantage of opportunities created by reforms."

The ***Ukraine Country Programming Strategy for 1997 to 2002*** had as the objectives for Canada's official assistance:

-  to support Ukraine's transition to market economy;
-  to promote good governance, democracy, political pluralism, the rule of law, and adherence to international norms and standards;
-  to facilitate Canadian trade and investment links with the region;

- to enhance nuclear safety; and
- to promote the global interest and security of Canada.

Canada's official assistance to meet those objectives.

## TECHNICAL COOPERATION

The bilateral technical assistance program emphasized capacity-building, knowledge and technology transfer, multi-level partnerships (with business, labour, government, academia and NGOs) and the forging of direct links between Canadian firms and their Ukrainian partners. Projects cover a wide variety of activities. Activities may be classified in the following major categories of activities:

- 1.** Transition to a Market-Based Economy. Activities sought to achieve the creation or the improvement of the institutional framework to support market economies, to increase the capacity of public and private institutions or business through the transfer of skills and knowledge, and to provide policy advice on laws and regulations needed to support market economies, as well as to obtain increased production in key economic areas, particularly agriculture.
- 2.** Democratic Development and Good Governance. Activities aimed at enhancing the capacity of public sector institutions to formulate and implement equitable economic and social policies, increasing the capacity of public institutions through the transfer of skills and knowledge, and providing policy advice for the organization and delivery of public sector service.
- 3.** Development of Trade and Investment Links with Ukraine, through the Renaissance Eastern Europe program, which is a responsive, cost sharing program which assists Canadian firms in developing long-term business opportunities, and also through cooperation programs focussed on improving the regulatory framework and investment conditions.
- 4.** Energy and Nuclear Safety. Canada made significant contributions both through multilateral initiatives and through its own programming in Ukraine. These programs have supported initiatives to help Ukraine in its effort to become a non-nuclear weapons state, to close the Chernobyl Nuclear Power Plant and to secure the shelter built around reactor Unit 4 of Chernobyl destroyed in the 1986 accident.

In the 1997-2001 time period CIDA spent more than \$100 million on bilateral cooperation with Ukraine and funded more than 90 separate projects.

In November 2001, CIDA presented a new country strategy for Ukraine: ***A Path to Reform: Ukraine Programming Framework 2002-2006***. The framework was developed as a means of setting the direction for Canada's technical cooperation over the planning period. It

was announced following an intensive round of consultations between Canadian and Ukrainian stakeholders, in the year preceding it. CIDA said that for its program, it had

chosen to focus its resources on the area of governance, working both top-down (governance structures and institutional capacity) and bottom-up (strengthening civil society), and along the axes of policy making and rule of law. This approach will allow for the optimal program coherence, as policy making and rule of law issues can be addressed at the macro level (governance structures) and the grass-roots level (civil society), and impacts achieved in one area can reinforce progress made in others.

Under the Programming Framework CIDA's focus is planted squarely on a number of key features of the reform process: the continued transition from a command economy to a market one; governance and the development of effective political institutions; and the emergence of a strong civil society. CIDA would continue to be particularly active in its efforts to combat corruption, improve public administration, reform the judiciary, ensure free and fair elections, and establish an enabling environment for the emergence of a market economy. The Ukraine Program also supports initiatives for private sector development, particularly in the agriculture sector. Additionally, our research has found a prominent focus on private sector development and professional training. The programming framework included gender and environmental considerations as cross-cutting themes throughout development projects (we note that often external evaluations criticized technical assistance projects for having left both elements absent).

The Canadian International Development Agency is developing a new programming framework for Canada's official cooperation with Ukraine. The Canadian Government considers Ukraine as a core development partner. the only country in Central and Eastern Europe to be considered this way.

It is important to highlight that the objective of our study was not to present a narration of technical assistance in the region. Rather than chronicling the history of Canada's cooperation with Ukraine, we have instead offered here the findings of our evaluations of regional initiatives, while accenting many of the strengths, weaknesses, and lessons learned from the analyses.



## METHODOLOGY

### *Project Analyses*

Our investigation into recent technical assistance efforts began with the review of a number of analyses of various project reports and external evaluations. The research team at the Chair of Ukrainian Studies contacted both CIDA and community organizations to obtain evaluations and progress assessments of recent work done in Ukraine. Through these reports, we analyzed the findings and were able to better understand the mechanisms of technical assistance and many of the challenges various project teams faced in the region. Reports were then evaluated to arrive at the lessons learned, best practices and future directions of Canadian policy. Additionally, we were able to obtain not only the few projects featured at the October 11 conference, but also several that have been active in the community. In our analysis we have not distinguished between the CIDA-funded projects and the the community-based projects; interestingly, the findings in both categories were in many ways similar.

### *Project Categorization*

Following a comprehensive analysis, projects were then categorized under three sub-themes, titled *Development Sectors*, *Development Areas*, and *Development Ideals*. The naming of each heading was very strategic, in that it corresponded to a specific understanding of the project objective. For a lack of records, public access, and institutional memory, categorizations refer only to those projects funded by CIDA, and not individual initiatives within the community. Notably though, each subsection developed only out of our research, and was not predefined by a CIDA framework.

The *Development Sectors* were specifically structured to coincide with the seminar's session topics and further along the conference narrative. Business and Economic Development, Legal and Political Society, Civil Society and Public Policy, and Social and Educational Development organized the conference discussion into four distinct sessions. We felt it useful to use these headings when categorizing projects into their broader themes.

Unlike the Development Sectors, the *Development Areas* were only arrived at after having analyzed project proposals to determine which more specific themes were addressed by CIDA's technical assistance. We have termed this section Areas because it is meant to describe the more specific program objectives of each of the projects taken on. A list of 15 Development Areas was created, but the majority of projects fall into a number of columns.

A similar process allowed us to arrive at the broader categorization of *Development Ideals*, which classified the projects according to the general project objectives or the promoted values that each project encouraged.



Categorizing the various projects allowed us to make deductions, which were then inputted into a database to derive aggregate figures.

The graphs in Figure 1.1 for the Development Sectors, in Figure 1.2 for Development Areas, and in Figure 1.3 for Development Ideals, give a summary of the aggregate results of application of our categorization to individual projects.

In the graphs, project totals do not add up to 100 percent. Essentially, we found it inappropriate to limit projects to only one development sector, area, or ideal, and instead chose to include them in whatever category they fit in. Rarely were projects centred on only one development area, but rather had a number of themes; for example, the promotion of professional development, infrastructure, and free market economy.

## SYNOPSIS OF RESEARCH FINDINGS

### ***Development Sectors***

The ***Development Sectors*** reflect the organization of the Conference and were specifically structured to coincide with the Conference's session topics and further along the Conference narrative: Business and Economic Development, Legal and Political Society, Civil Society and Public Policy, and Social and Educational Development. We felt it useful to use these headings when categorizing projects into their broader themes. It is important to keep in mind, however, that projects were often categorized under more than one heading as far as Development Sectors (and also Development Areas, and Development Ideals) are concerned. Thus the graphs on the following pages will be more than 100 percent. We structured our data in this way in hopes of being as inclusive as possible, and not limiting project objectives or outcomes to only one sector, area, or overall ideal.

### ***Business and Economic Development***

Projects under this heading dealt mainly with agricultural technology, economic modelling, financial management, and small business development. More specifically, projects that aimed at microfinancing, improving trade relations, and business design were categorized under this sector. Here, we examined reports for Trade Policy and Capacity Building in Ukraine, the Renaissance Eastern Europe Program, Telecommunications Management, the Ukraine Microfinance Bank, and the Partnerships for Tomorrow Programme.

### ***Legal and Political Society***

Under this heading, we dealt with projects focussing on democratic education, electoral assistance, judicial reform, and policy advice. Specific projects we examined included the Canada-Ukraine Legislative and Intergovernmental Project, Controlling Corruption in the Public Sector, Judicial Reform Project, Policy Advice for Reform in Ukraine, and the Democratic Education Project.

### **Civil Society and Public Policy**

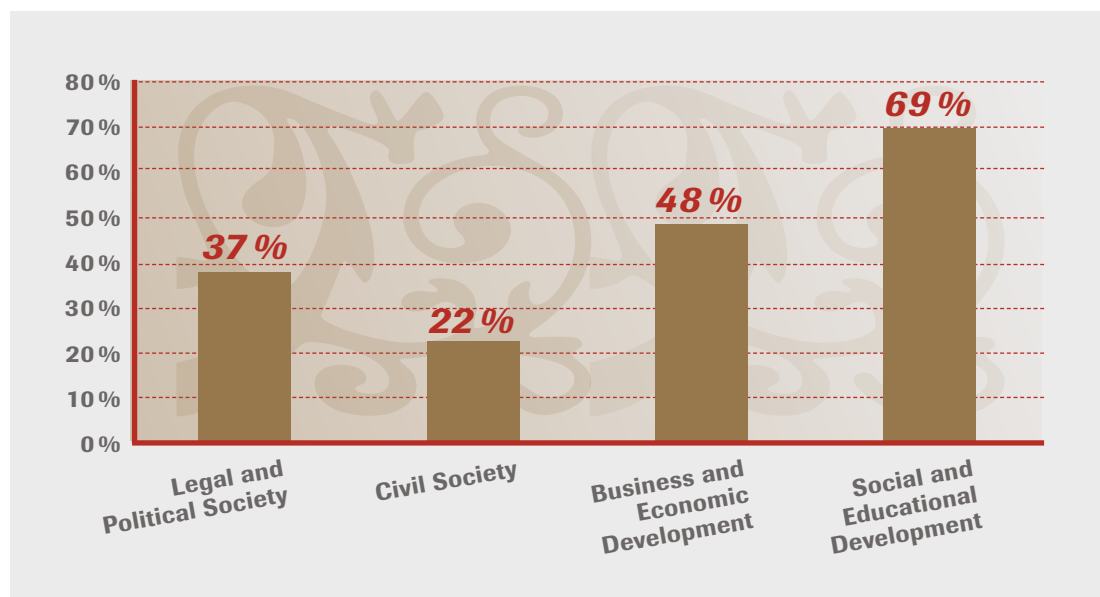
Here, we categorized projects that sought to foster community relations, encourage public engagement in the democratic process, supported NGOs, and a move toward greater social cohesion. Civil Society-Community Roots, Reforming Social Services, People’s Voice, the Canadian Human Rights Foundation, and Civil Society and Democracy for Youth are all examples of specific projects we examined and highlighted under this heading.

### **Social and Educational Development**

Finally, those projects in Social and Educational Development were overwhelmingly professional development programs that sought to further train already experience professionals. Nevertheless, we also included training and internship programs for students, cooperation-building initiatives, science and technology education projects, as well as volunteer advisory services. Specific project titles included the UNDP/CIDP Peace and Stability through Sustainable Social and Economic Development Project, Youth for Health, the IFC/CIDA Corporate Governance Training Programme, and the Foreign Policy and Trade Analysts Professional Development Project.

Each of the projects analyzed can essentially be classified in one or more of the Development Sectors we have highlighted: Business and Economic Development, Legal and Political Society, Civil Society and Public Policy, and Social and Educational Development. While the majority of projects were in the social and educational domain, the aggregate figures for all projects are available and would be useful to examine.

**Figure 1.1** Development Sectors



After analyzing the various sectors in which development assistance has been directed, we came to findings demonstrating that 69% of all projects funded were focused on increasing development in the social and educational fields. In this domain, projects were generally in the area of professional training programs, advisory services, agricultural programs and efforts to improve the public service.

Next, 48% of CIDA-funded projects sought to encourage business and economic development. Projects in this area dealt mainly with free market reform, financial aid, small business development, professional development, and improving agricultural technology; understandably, a number of these projects were also included as part of the social/educational sector for their training initiatives. Of note, several of the projects in this sector were also simultaneously concerned with furthering Ukraine's integration into the global marketplace.

Our research found much fewer projects dealing with improving the legal and political landscape. Projects in this domain, although only making up 37% of those funded, were generally preoccupied with electoral initiatives, reforms to the judiciary and parliamentary procedure, and the institutionalization of a functioning and accountable judicial process.

Interestingly, support for civil society only made up approximately 22% of CIDA-funded projects over the last 15 years. The majority of the projects were aimed at improving citizen engagement in the public sector, assistance to NGOs and civil society organizations (CSOs), and efforts to encourage popular participation in the electoral process. Although we have not detailed it here, it is simultaneously important for us to personally question the division of funding in each of the areas; it highlights an interesting trend in Ukrainian technical assistance as well as the priorities of stakeholders.

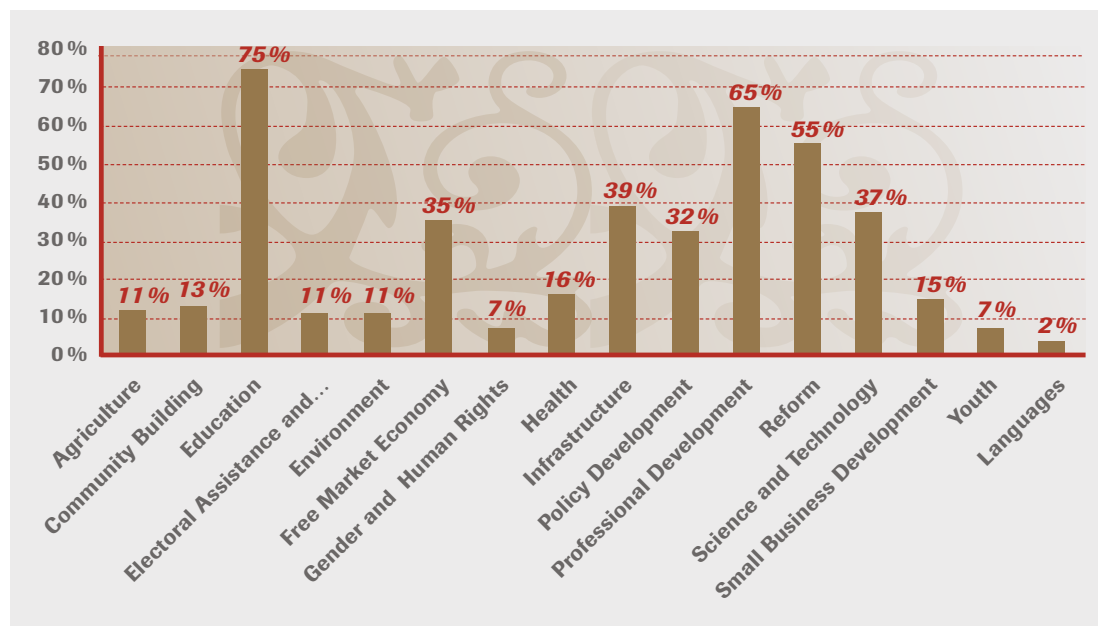
### ***Development Areas***

Our research has shown that technical assistance in four main areas encompasses the majority of CIDA-funded projects in the past 15 years: Professional Development, Reform, Institutional Capacity-Building, and Public Administration.

Unsurprisingly, these four areas are historically those in need of significant development assistance in newly-independent states. Much of Canadian cooperation has been in the form of professional and vocational training initiatives and mechanisms to improve the efficiency and accountability of institutions and the public service.

The following graph demonstrates our data for specific project Development Areas. In creating it, we first examined the various project descriptions at our disposal, and then produced a list of 16 areas in which cooperation efforts have been measured.

Figure 1.2 Development Areas



Our findings demonstrate that a significant majority of the projects examined were specifically focused on educational and/or professional development. It is important to note here that by 'education,' we are not referring to primary and/or secondary schooling programs, but rather training and mentorship initiatives, as well as educational exchanges and the promotion of vocational learning.

Reform efforts made up just over half of the projects studied. We did not further categorize the projects dealing with reform, and thus the specific type of reform in this sub-theme varies from institutional to democratic, also encompassing changes to processes and a number of industrial sectors.

The three development areas that we have highlighted – education, professional development, and reform – have acted more as broader themes, and in almost every case projects in one of these areas were simultaneously included in another Development Area as well.

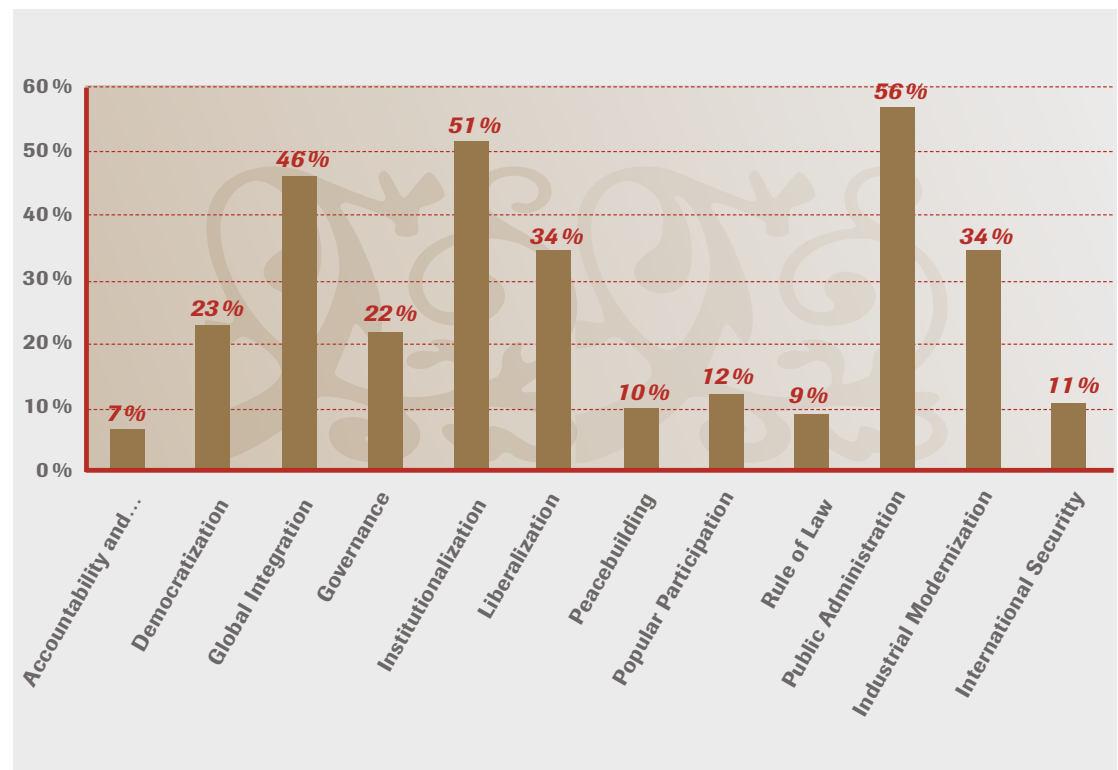
Also receiving a modest amount of Canadian funding were cooperation efforts in infrastructure, science and technology, and the encouragement of a free market economy. Infrastructure projects dealt mainly with institutional capacity-building and improving services to the Ukrainian public. Those under the science and technology heading were directed at technological modernization and often encompassed efforts at improving international security surrounding the nuclear question. Projects dealing with the free market economy were mainly focused on economic liberalization. For example, there were a number of projects assisting to improve the financial sector; credit union aid programs, loans for business owners, and trade initiatives were widespread.

Unfortunately, our research has found that projects that dealt with environmental and gender considerations only constituted 11% and 7%, respectively of projects receiving funding. Due to time constraints, the conference discussion did not elaborate on this point, however it is essential for practitioners to question both the reasons behind this, and to what extent gender inclusion and sustainable development have been taken into account.

### Development Ideals

The following graph outlines the 12 Development Ideals we have defined as categories for the purposes of this study. In our construction of this analysis, we used the term “ideals” to refer to what we have categorized as the promoted values of the projects. By this, we refer to the greater development objectives of the various projects; those ideological ideals and principles that Canadian cooperation has sought to encourage. Our findings in this domain point to five development ideals that have received the bulk of CIDA funding over the last 15 years; those being Public Administration, Institutionalization, Global Integration, Liberalization, and Industrial Modernization.

**Figure 1.3** Development Ideals



Projects promoting improved Public Administration at 56% and Institutionalization at 51% made up more than half of programs examined. Initiatives under this subtheme were focused on strengthening the public sector and improving the Ukrainian government's ability to offer social services to its citizens. Additionally, projects aimed not only to encourage capacity-building generally, but also at establishing legitimate, tangible, and long-lasting institutions and structures to promote sustainable development.

Global Integration and Liberalization projects also received a mentionable amount of funding and Canadian cooperation. In this domain, projects were concerned with promoting economic liberalization and trade links between both Canada and Ukraine, as well as Ukraine with its regional partners. The majority of programs were economic in nature, and sought to encourage the integration of Ukraine into an international trading system. Of note, many projects simultaneously promoted democratization, international security, and industrial modernization – much in line with Canadian development priorities.

Worth mentioning, at the lower end of the spectrum were initiatives in Peacebuilding, Rule of Law, and Accountability and Transparency, making up 10%, 9%, and 7% of projects, respectively. This should raise a number of questions for academia, for those at the policy level, and those working in the field implementing projects. Ultimately, this left us to question whether there is a hierarchy of ideals, and/or whether certain values must be secured before others in a newly-independent state.



Though we examined a number of projects, internal program assessments, and third-party evaluations, reports typically pointed to similar critiques of Canadian cooperation and development assistance generally. Our work has thus led us to develop a host of lessons learned from Canada's involvement in Ukraine. The following presentation of our observations has been categorized under three broad headings; those being administrative challenges to project execution, questions surrounding the lack of responsiveness of programs, and concerns about the long-term effectiveness of Canada's technical assistance cooperation.

## ADMINISTRATIVE CHALLENGES

Evaluations often highlighted various administrative difficulties causing delays in project implementation and efficiency; for example, reports pointed to bureaucratic concerns that surrounded team selection and inappropriate micromanagement from stakeholders. In the former, questions arose debating whether language knowledge versus subject knowledge and experience affected a project's success. Our discussion throughout the conference afternoon highlighted many of these concerns, and concluded that the particular needs of each project must be assessed and prioritized, keeping in mind both the benefits subject knowledge can bring, and yet the importance of cultural sensitivity and an understanding of ground settings specific to the Ukrainian case.

In the latter, micromanagement from stakeholders, third party evaluations often critiqued the division of power, suggesting that increased immediate decision making power lie with those implementing projects to ensure efficiency, strategic planning, and responsiveness. Similarly, our discussions with project officers also advocated increased flexibility for minor spending decisions in the hands of ground workers to minimize valuable implementation time spent waiting for stakeholder approval.

Expectedly, both internal and third party assessments critiqued large macro projects for their insufficient emphasis on sustainable learning, the difficulties in producing and measuring intangible deliverables, and their neglect of community support networks. Interestingly, practitioners, government, academia, and stakeholders all called for greater information-sharing and a need for increased synergy among projects to leverage results and ensure long-term sustainability. Moreover, conference participants also noted the importance of sharing project results; including strengths, weaknesses, contacts, and ad hoc results – all in hopes of guaranteeing project relevance and constant innovation.

## RESPONSIVENESS

Through our research we found the desire to produce responsive projects to be one of the reoccurring themes for development experts. Project reports often questioned whether it was more important for a project to be *responsive* and adaptable to cultural changes in the field, or *proactive* in forecasting challenges that may be faced. Although the

debate between the two continues, it was concluded that ground teams desire increased authority to make immediate decisions and better their productivity.

Discussion throughout the conference urged the need for practical goal-setting. Our research confirmed this sentiment; one of the concerns raised by a number of evaluations pointed to idealistic and overly-ambitious goals that would not translate into measurable results. For example, when we look to measure reform of any particular sector, we often run into the problem of demonstrating to stakeholders how exactly a project has *accelerated* the reform process; how it has invoked a change in the way processes are carried out.

One of the suggestions continually made in hopes of remedying these concerns surrounding project responsiveness and sustainability called for constant reviews throughout (and ideally, following) a project term. Our research argues that increased ongoing assessments throughout the project life will greatly contribute to ensuring goals remain applicable and realistic. Essentially, these assessments will be beneficial not only to assess needs on the ground but also evaluate outcomes and determine if the methods being employed can be more effective if altered.

These questions of sustainability are incredibly relevant to a discussion of project accountability. Several of the evaluations we examined were critical of the lack of hard copy assessments that were done throughout the length of the project. Inevitably, this is problematic not only because it affects the continuity of the project, but it does not produce ongoing deliverables and progress checks for both stakeholders and those funding the projects. Ongoing written assessments will ensure accountability, but will also allow for changes to be made during the progress of the development work; thus, hopefully, making it much more sustainable for the long-term.

It is essential projects remain adaptable throughout their existence and incorporate a means of modifying methods to take into account a changing politico-economic situation. In a political environment as volatile as Ukraine, the needs of the populace vary from time to time; while at one point efforts to improve citizen participation, for example, might be of the utmost importance, other times might include efforts to improve small business development, or reforms to the health sector and other social services. In a time of changing needs, approaches to technical assistance must remain equally adaptable and responsive.

## LONG-TERM EFFECTIVENESS

In their final assessments of Canadian development work in Ukraine, both formal and informal evaluations pointed to a neglect of long-term effectiveness as a significant priority in project funding. Reports spoke to the need for a reorientation of objectives and project proposals; one that would ultimately include a better allocation of resources, increased strategic direction and analyses, and improved mechanisms for information sharing and project implementation.

Recognizing that dealing effectively with gender issues is an essential component to effective and sustainable development, the Chair actively applied a gender analysis lens to its work, both at the research and the Conference level. Since participation in the development decision making process is a key means of seeing to it that the perspective and concerns of women are presented and heard, the Chair ensured that over 50% of the active participants (panelists, speakers, presenters, and chairs) in the October 11, 2007 Conference on technical assistance were women. They represented a strong force and were able to raise discussion on the particular situation of women in Ukraine. The Conference discussed issues in which the perspective of women was particularly important, including women's access to credit and also social stigmas that women endure in Ukraine in particular occupations; the conference spoke particularly of gender factors in the education and training of nurses.

In addition, the research team paid particular attention in the analysis of projects to gender aspects of the projects and sought to stress the issues of gender equality.

The research showed that there are many community related programs that focus particularly on women's development issues: World Federation of Ukrainian Women's Organizations, Ukrainian Women's Association of Canada, along with a variety of organizations that have strong gender initiatives in their development projects including the Ukrainian Canadian Congress and the Mennonite Central Committee.

The research team noted the focus in CIDA funded projects on gender issues and the fact that CIDA had targeted resources on social development to gender equality initiatives. CIDA has also acknowledged that it must do even more to integrate gender considerations into projects in a meaningful way. Such continued support for and commitment to issues involving and affecting women is imperative to successful and sustainable development results. This support should be continued and increased in order to ensure that the gap between men and women will be lessened in the future so that results of development can be sustained.



In its preparation of the Conference discussion, the Chair's research team drew from the analysis that it presented to the Conference participants a more detailed summary of some issues that in its review and assessments of projects it had found to be raised frequently and over a number of projects. Particularly to orient the discussion, to bring forward cross-cutting concerns, and to foster a focus on the future of Canadian technical assistance, the team raised specific issues that it presented as "Questions for Analysis":

### ***Project Execution***

To what extent should Canada's technical assistance in its choice and implementation of projects be responsive to Ukrainian priorities and needs? Can Canada have a "central plan" for its technical assistance?

To what extent should technical assistance projects be planned and/or responsive at the implementation stage? What are the strengths and weaknesses of the planning or the responsive approach?

### ***Selecting Consultants***

Do Canadian experts fulfill the needs and requirements of Ukraine? Are they well-briefed on both conditions in Ukraine and on Canadian priorities?

How are foreign development experts, and particularly Canadians perceived on the ground in Ukraine? Are they responsive to and respectful of the Ukrainian context and needs?

☞ Should, for example, Canadians involved in advice on policy reform have Government of Canada experience?

How does Canada ensure that policy advice given to Ukraine, particularly in relation to advice on democratic reform and governance and on a market-based economy, is politically-neutral?

### ***Sustainability***

Do Canadian projects favour short-term results over long-term effects?

To what extent is it possible for those managing projects to ensure the long-term effectiveness of projects?

Do strategic planning and information sharing mechanisms ensure project sustainability?

What are the strengths and weaknesses of education/professional development initiatives?

☞ What relative importance should Canada give to short-term training versus long-term involvement and mentoring.

☞ Can Canada ensure trained officials are continuing to apply new skills and knowledge? How can Canada measure the extent to which they are?

How should Canada ensure sufficient tracking and follow-up after the completion of projects?

Is there a possibility that the efforts to achieve sustainability detract from the overall intent and focus of the project?

Is long-term sustainability realistic for all types of projects? How essential, if at all, is sustainability as a criterion for project success?

### ***Cooperation among Stakeholders in Ukraine***

Is the Ukrainian Government well-organized to use Canadian cooperation effectively? How do non-governmental and private sector organizations participate?

Does Canada have a role in assisting in addressing a lack of collaboration between ministries in the Ukrainian government?

☞ What has been the response of officials within the Ukrainian government to Canadian cooperation? Has support been widespread?

How should Canada seek to reconcile any conflicts among Ukrainian partners?

Are projects forging sustainable relationships between Canadian and Ukrainian stakeholders?

To what extent are projects and program officers making strides to build synergy between technical assistance efforts throughout the region?

What has been the role of civil society organizations (CSOs)? Are there different roles in projects for Canadian CSOs and Ukrainian CSOs?

☞ Does the involvement of CSOs in projects hinder efforts for building capacity in the Ukrainian state and administration?

Have there been missed opportunities for collaboration among those responsible for the execution of Canadian cooperation projects? Should Canada seek to avoid such occurrences, and if so, what should it do? How does Canada ensure a holistic approach to Canada's technical assistance?

What problems remain in the management and coordination of technical assistance by the Ukrainian government?

- ✎ How can Canada assist in improving the government capacity in strategic planning and agenda-setting of Ukraine in technical cooperation?

### **Administrative Challenges**

What can Canada do to ensure that cooperation projects have the minimum administrative burden while accounting for use of public funds?

Can the government do more to ensure less “bureaucracy” and greater speed in the various stages of project execution, while maintain a focus on the real impact of the project funded?

- ✎ Should those responsible for project execution do more to challenge bureaucratic “red tape” difficulties?

Are there cost-effective alternatives to achieve deliverables? Have they been exhausted?

### **Canadian Directions for Cooperation**

To what extent do Canada’s development priorities reflect Canada’s foreign policy objectives and development goals rather than Ukrainian technical assistance needs?

- ✎ There has been significant controversy questioning whether recent technical assistance objectives are overly concerned with furthering Canada’s reputation and visibility in the region; how (if at all) does this hinder development work?
- ✎ Has there been a move toward “ready-made Canadian solutions” that apply to all development situations rather than specific needs in Ukraine? If so, how does this affect the development efforts of Ukraine?

### **Socio-Political Environment of Ukraine**

To what extent should Canada reorient its assistance to take into account new Ukrainian Government policy directions mean? Do Canada’s programming directions have to take into account political developments in Ukraine?

- ✎ Some observers suggest that “the post-election period could offer a significant window of opportunity” for real reform? Is this post-election era our occasion for institutional change?-

Is there an opportunity for Canada's activities to foster greater regional stability and economic cooperation?

- ✎ Does Ukraine's desire for Euro-Atlantic integration work to the advantage or detriment of technical assistance efforts in Ukraine?
- ✎ To what extent can Canada play a role in Ukraine's relations with the European Union and the economic and social adjustments that follow from the relations? What will be the effects of Ukraine's entry into the World Trade Organization (WTO)? What role does Ukraine's relationship with NATO have in its development efforts?

### ***Measuring Results of Canada's Cooperation***

How can Canada measure reform in Ukraine? Can Canada measure what it has contributed? Is it possible to measure accurately the deliverables and outputs of projects dealing with abstract ideals, as opposed to those having concrete results?

What is the effect of the present Results Based Management (RBM) approach on the management of Canadian cooperation projects? Does the approach demonstrate well the effect of Canadian programs?

- ✎ It may be possible to determine that a project supports reform, but is it possible to measure whether a project has accelerated the reform process?

What, if anything, can Canada do to accelerate the reform process and ensure there are no delays in the implementation of reform activities?

Would there be an advantage to having a fuller and more public description of projects undertaken to date? What would be the advantages and disadvantages to a more structured quantification and qualification of projects and cooperation activities?



There has been extensive involvement and participation from the ethnic and religious Canadian NGO sector in providing community development assistance over the past fifteen years in Ukraine. Such community based projects are less widely known to the public than those of official governmental assistance (still absent from Ukraine), but that has not limited their effort or results. Canadian community projects have their own values, use their own methods and come together with determination and dedication that should be not only congratulated but emulated.

These community based projects have had significant results in Ukraine. They contribute to a growing and strong volunteer organizations that will be instrumental in the formation of a strong civil society in Ukraine. Drawing on these civil society resources and integrating them into the international sphere can lead to a stronger framework for future participation in the region. Community organizations have been actively involved in projects in Ukraine in many sectors with a strong focus on health, language, human rights, legislative reform, gender, education and promoting democracy. Community projects have been relatively successful in addressing the basic needs of the citizens in Ukraine with the limited resources that they possess. A majority of these organizations run on dedication and determination of their volunteers. They have showed resourcefulness both in fundraising and in ensuring the greatest results possible with their limited resources.

The **Ukrainian Canadian Congress (UCC)** has been at the forefront as a community based organization. This organization has a national central, provincial and local branches all over Canada and the UCC's member organizations have been involved in a majority of development areas mentioned. The UCC National has organized and sponsored Canadians as election observers in the 2004 and 2006 elections. UCC organizations have partnered up with various community, governmental and non-governmental organizations to co-ordinate many of their projects. For example UCC- Saskatchewan Provincial Council partnered with CIDA, the Province of Saskatchewan, and the University of Saskatchewan to create a business centre in Chernivtsi. In 1995 they were involved in a farmer exchange program and in sponsoring Saskatchewan MBA students visiting Ukraine. With regards to language initiatives, they have been a key contributor in an English-as-a-Second Language program to help workers obtain working visas in Canada. (This program is an example of a successful program and one that is financially sustainable, as funding comes from organizations in Canada who benefit from employing these trade workers). In the realm of social services they have spearheaded a Caregiver Program.

Very important contributions to Ukraine's development have come from member organizations that belong to the **Canada Ukraine Foundation (CUF)** in the areas of education, agriculture, gender, arts, and health. Their projects include; providing education resources for hearing impaired students, a national Ukrainian Kyiv-Mohyla Academy support Project, also there has been support for the professional development of elementary school teachers, evaluations of textbooks, supplying of technical books, and supporting the computerization of various schools in Lviv. This group has increasingly been involved with volunteer services and exchanges which are among the forty projects currently listed with CUF.

The **Canadian Friends of Ukraine (CFU)** has been one of the extensively involved organizations encouraging democratization, education, human rights, and reform to the judicial process and social service sector. Its Ottawa Branch has recently worked on a variety of projects, such as: providing medical equipment, aiding in the establishment of community offices, donating administrative and communication equipment, clothing, books, and emergency food aid to community organizations in the Zhytomyr region and others. This group has been involved and instrumental in supplementing social services in Ukraine by providing for the children affected by Chornobyl with funds, milk, clothing, vitamins, and basic medications. CFU has also been involved in establishing and contributing books, technical assistance to various libraries and schools.

Women's organizations have been also working in the community sphere. These organizations commonly work in the areas of education, culture, social services, tolerance, human rights and gender related issues dealing with the advancement of the status of women. Some of the main organizations in these sector have been the **Ukrainian Women's Association of Canada**, **World Federation of Ukrainian Women's Organizations**, **Ukrainian Canadian Women's Committee of the League of Ukrainian Canadians**, and the **Ukrainian Catholic Women's League of Canada**. The World Federation of Ukrainian Women's Organizations has raised funds for scholarship programs for children in Eastern Europe. They have also been active in providing medications, vitamins, food, clothing and medical/health-care equipment for victims of disasters (e.g. Chernobyl, and flood disasters), schools, and orphanages. With regards to the status of women, they have conducted seminars for equal rights, self-improvement, and have addressed the issues of trafficking of women and children. Ukrainian Catholic women has been involved in fundraising for medical equipment and the Orthodox Ukrainian Women's Association of Canada has been active in maintaining culture with their "Sluch" and "Nashi projects to encompass culture, arts, and religions themes into various education projects.

Social services and serving basic needs have been the focus of **Ukrainian Canadian Social Services** which provides economic and social assistance to destitute populations both inside and outside Ukraine. They have focused their efforts on Soup Kitchen and Food Bank projects and have over 30 locations throughout Ukraine. They have also been involved in the provision of clothing, medical aid, and other social assistance for seniors, disabled persons, and former political prisoners. They have also assisted children in orphanages and other schools.

Important contributions in this sector have also been made by activists of **Medical Mercy Canada** who have also addressed health, education, and basic needs by shipping medications, medical supplies and instruments, and clothes to various Ukrainian provinces.

Aimed at encouraging community, faith, and culture throughout the country, the **Ukrainian Catholic Brotherhood of Canada (BUK)** has recently been very active in Ukraine. Its current focus is on a five-year project, started in 2005, to assist in the reconstruction of their Sobor (Cathedral) in Kyiv. To date, BUK has committed \$75,000 over the course of the project life through various fundraising efforts. Of note, the Brotherhood has already completed internally raised funding of \$400,000 for medical equipment for a hospital in Kyiv.

Of note also is the assistance given by Ukrainian Canadian volunteer organizations to the re-emergence in Ukraine, since 1939, of the scouting organization “PLAST” (inaugurated before WW I, but banned by the Soviets ) as well as the youth organization SUM (Spilka Ukrainskyi Molodi).

It should also be recognized that various contributions have led active social assistance programs in Ukraine. The Mennonite Central Committee, for example, has had an active program of assisting the needy and has established ten mediation centers in Ukraine. Responding to basic needs, education, and encouraging and training the volunteer sector.

Community projects have been instrumental in responding to the basic needs of particular groups in Ukraine. The basic needs of food, clothing and shelter must be addressed for notions of democracy building, civil society participation, and reform to take hold. The collapse of the Soviet Union brought with it an increased need to respond to these basic needs and community organizations have taken up this task.

There is a need for increased NGO communication and more information/resource sharing among these organizations so that they can run as effectively as possible. Communication and information sharing must ensure that organizations in the field are working in ways that compliment each other. Community groups should be increasingly supported while maintaining their autonomy, which allows for the efficient decision making. These community development organizations bring dedication and networks, and more importantly, a large base of knowledge learned though years of experience. In summary, the volunteer community sector needs to be nurtured and worked with to capitalize on their already existing knowledge.

More research remains to be done with regards to the work being done by various communities other than those ‘ethnically Ukrainian,’ as there have been many other groups (like the Mennonite community) that have been instrumental in development and civil society participation. These groups have worked extensively and efficiently with limited resources and would be an asset to work with.



The Project, Canadians in Ukraine: Fifteen Years of Canadian Technical Assistance, carried out by the Chair of Ukrainian Studies of the University of Ottawa, and the Project's research team, fulfilled a major objective of making available to an informed public information on and critical analysis of the many and varied activities that Canadians have undertaken since the independence of Ukraine. CIDA had funded the proposal of the Chair of Ukrainian Studies on the understanding that it would contribute to aggregate knowledge of Canada's remarkable undertaking in support of Ukraine's progress toward a modern democratic state.

## THE CONFERENCE

The Project had public expression in the Conference that took place at the University of Ottawa on October 11, 2007. The Conference was chaired by Professor Dominique Arel, Chair of Ukrainian Studies, and by Jars Balan of the Canadian Institute of Ukrainian Studies of the University of Alberta, who is the Chair of the Canada Ukraine Committee of the Ukrainian Canadian Congress. The Ukrainian Canadian Congress partnered with the Chair in organizing the Conference and provided a very valuable bridge to Canada's Ukrainian community, ensuring representation of their significant contribution. The Conference had ten presentations from various perspectives on Canada's technical cooperation.

**JARS  
BALA**



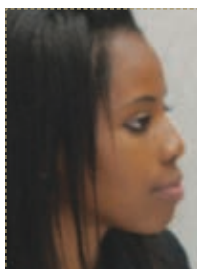
**DOMINIQUE  
AREL**



**ORYSIA  
SUSHKO**



**IFEOMA  
OJUKWU**



**JACOB  
KROLCZYK**



The presentations served to outline the activities of Canadian executing agencies, including those from the government sector, non-government institutions, and other implementations agencies. They also described the activities of other non-governmental organizations from the community sector. Many of these organizations are based in the Ukrainian Canadian community, although other communities, notably the Mennonite community also spoke of their activities. The presentations, which are summarized in the Annex, focused on the questions of what the project had achieved, whether the results were sustainable, what constraints the project had faced in meeting its objectives, and finally, on the basis of the experience in implementing the project, what lessons would the project management draw, and what recommendations would project management make for future Canadian involvement in Ukraine.

A constant theme through the presentations was that Canada's technical cooperation had made a difference in Ukraine's evolution over the past fifteen years, and that Canada had contributed through the expertise that it had brought to bear, from a professional and technical point of view, also by the quality and the dedication of the participants in the cooperation activities.

The Conference attracted a large attendance, with close to 100 participants, wide variety of people interested in Ukraine from the private sector and non-governmental organizations, from the academic world, and including representatives of the Canadian government, and the diplomatic community, including the Ukrainian Embassy to Canada. The Conference met fully the objectives of improving communication and promoting networking between NGOs and professional project delivery organizations, between past and current project managers funded by government or community initiatives and of serving as a forum for the sizeable community of practitioners in Canada with experience in Ukraine to meet, engage and learn from one another.

The Chair will disseminate widely the report on the Conference among past and current Ukrainian partners to maximize knowledge-sharing. A Ukrainian-language summary version of the report will also be prepared and distributed. The report will be included on the Chair's website.

The Chair recommends that similar conferences be held regularly as the place where the expanding group of those interested in advancing, developing and promoting Canada's technical cooperation with Ukraine might discuss the issues involved and the approaches to dealing with them.



CIDA



The Ukrainian Canadian Congress



The Chair of Ukrainian Studies

# C

anadians in Ukraine

*Fifteen Years of Canadian  
Technical Assistance  
Projects*

# 15

PROGRAM

October 2007

The Chapel of Tabaret Hall  
75 Laurier Street East, Room 112



THURSDAY, OCTOBER 11

9:00-10:00

Welcome from

**François Houle**

(Dean, Faculty of Social Sciences, U of Ottawa, fhoule@uottawa.ca)

**Orysia Sushko**

(President, Ukrainian Canadian Congress, promin@sympatico.ca)

Introductory Remarks

**Dominique Arel**

(Chair of Ukrainian Studies, U of Ottawa, darel@uottawa.ca)

**Jars Balan**

(Canadian Institute of Ukrainian Studies, U of Alberta, jbalan@ualberta.ca)

**The Big Picture: 15 Years of Canadian Involvement in Ukraine: An Overview of CIDA, Community and Individual Initiatives**

**Sarah Jamal**

(Chair of Ukrainian Studies, U of Ottawa, sjamal\_2000@hotmail.com)

**Ifeoma Ojukwu**

(Chair of Ukrainian Studies, U of Ottawa, ifeomaojukwu@hotmail.com)

10:00-11:00

**SESSION I**

**Business and Economic Development**

Chair: **Ostap Hawaleshka**

(President, Canada Ukraine Foundation, ostap@cc.umanitoba.ca)

**Angela Wojcichowsky**

(Saskatchewan Trade and Export Program, FARM Project, AWojcichowsky@sasktrade.sk.ca)

*Rural and Agricultural Initiatives in Ukraine*

**Olha Zaverucha-Swyntuch** (Council of Ukrainian Credit Unions of Canada, olhazs@sympatico.ca)

*Transplanting the Credit Union Movement*

THURSDAY, OCTOBER 11

11:15-12:45

**SESSION II**  
**Legal and Political Society**

Chair: **Paul Grod** (Canada-Ukraine Chamber of Commerce, paul.grod@rodanpower.com)

**George Perlin** (Queen's U, perling@queensu.ca)  
*Building Democracy in Ukraine*

**Peter Solomon**  
 (U of Toronto, peter.solomon@utoronto.ca)  
*Judicial Reform in Ukraine*

**Markian Shwec** (UCC Toronto, shwec@sympatico.ca)  
*UCC Election Observer Missions to Ukraine*

12:45-2:15

**Keynote Address**

2:15-3:15

**SESSION III**  
**Civil Society and Public Policy**

Chair: **David Elder**  
 (Queen's U, david.elder@queensu.ca)

**Bishop Kenneth Nowakowski**  
 (Ukrainian Catholic Church Eparchy of New Westminster, kenbaseline@aol.com)  
*The Reestablishment of the Greek Catholic Church in Ukraine*

**Kristina Wittfooth**  
 (Canadian Bureau of International Education, Kwittfooth@cbie.ca)  
*Civil Society and State: From Disconnect to Collaboration*

THURSDAY, OCTOBER 11

3:30-5:00

**SESSION IV**

**Social and Educational Development**

Chair: **Ostap Skrypnyk**

(UCC Executive Director, ostap.skrypnyk@ucc.ca)

**Orest Kruhlak**

(Canadian Heritage, retired, okruhlak@shaw.ca)

*Introducing a Canadian Perspective on Multiculturalism and Language Policy to Ukraine*

**Geraldine Nakonechny**

(Grant MacEwan College, gerrinakonechny@yahoo.ca)

*The Nursing Curricula Translation Project*

**Janet Janzen**

(Mennonite Central Committee, jjr@mennonitecc.ca)

*Charity Work in Ukraine*

5:00-6:00

**The Wrap: A Roundtable Discussion on Some of the Lessons Learned and The Way Forward**

Chair: **Dominique Arel** (U of Ottawa)

**Larissa Pekarska**

(Deputy Director of the Directorate for the Coordination of International Technical Assistance, Ukraine, l.pekarska@mfert.gov.ua)

*The View from Ukraine*

Symposium Summary by

**Roman Petryshyn** (Grant McEwan College, petryshynr@macewan.ca)

Roundtable Remarks by

**Françoise Ducros**

(CIDA, francoise\_ducros@acdi-cida.gc.ca)

**Leah Soroka** (Agriculture Canada, sorokal@agr.gc.ca)

**Zenon Potoczny** (Canada-Ukraine Chamber of Commerce, zenon@sheltoncdn.com)

Closing Remarks by

**Borys Gengalo**

(Ukrainian Canadian Professional and Business Association, Ottawa Chapter, borys.gengalo@sympatico.ca)



## SUMMARIES

## SESSION I BUSINESS AND ECONOMIC DEVELOPMENT

***Rural and Agricultural Initiatives in Ukraine***  **ANGELA WOJCICHOWSKY**

*(Saskatchewan Trade and Export Program, FARM Project)*

The Ukrainian government's request for external support in 2003 to help reduce poverty and to develop its agricultural sector coincided with Ukrainians' support for WTO accession. Given these interests, several Western countries (including Canada, the USA, and the UK) responded to Ukraine's call for help. Among several of the Canadian organizations, the Facility for Agricultural Reform and Modernization (FARM) took action to Ukraine's plight in the agricultural sector.

The FARM program, generated by the Saskatchewan government and generously supported by CIDA, established key goals for developing Ukrainian agriculture, including profitable farming, increased agricultural education, improving Ukraine's market economy, promoting partnership opportunities between Ukrainian and Canadian businesses, and contributing to a well-functioning and transparent Ukrainian agricultural system. These goals collectively fall under the term 'agriculture extension', by which Canadian aid would increase Ukrainian living standards in extending both technical and training support.

Between 2003 and 2006, FARM grew from 50 Ukrainian-based specialists to 16 local offices. These bases not only provide Ukrainian farmers with "best practices" training, but they also offer grant funds that promote the development for institutional capacity, agricultural extensions and civil society. To date the FARM program has funded 32 projects in 14 oblasts, ranging from the introduction of meat-cutter technology, to leadership training, to organic farming, and to the improvement of gender relations.

Although the project's success is most easily substantiated by FARM's growth in Ukraine, statistics demonstrate a positive response from the Ukrainian populace. In three years, FARM has trained over 30,000 producers, community leaders, and legal experts. The program also encouraged close interactions between academic institutions, the private sector, and NGOs. World Youth Organizations have likewise contributed to FARM activities, while training opportunities for women have provided them with a voice in their community.

Successes notwithstanding, FARM's greatest deterrent continues to be Ukraine's political instability. In 2003, for instance, a national legislation was introduced and suggested to provide direct funding to Ukraine's agriculture extension system. Although the law passed successfully, the Orange Revolution and its ripple effects led to a 2-year delay of the law's implementation. When the legislation finally came into effect, moreover, it was revealed that some of the grant fund's stipulations would effectively prevent equal access to the proposed services.

On the whole, FARM and Canadian support have strengthened Ukrainian-Canadian ties. The program helped to provide professional development opportunities to the Ukrainian diaspora, and it also increased awareness between the two nations. The Saskatchewan government, finally, continues to rank Ukraine in its top-5 export priority list.



Chaired by

**OSTAP HAWALESHKA**

President of the Canada-Ukraine Foundation





***Transplanting the Credit Union Movement to Ukraine*** ✨ **OLHA ZAWERUCHA-SWYNTUCH**

*(Council of Ukrainian Credit Unions of Canada)*

Transplanting the credit union movement to post-1991 Ukraine was a monumental task in a country whose last credit unions had been forcefully supplanted fifty years earlier. It also seemed to import credit unions to a society that had just lost the bulk of its financial savings from the state-run Soviet unions. Nevertheless, a need for independent credit unions rekindled in Ukraine, and in 1993 the Council of Ukrainian Credit Unions of Canada (CUCUC), in partnership with the Canadian Cooperative Association, took the lead in promoting credit union development.

From its first days in Ukraine, CUCUC developed a three-phase strategy in dealing with the credit union expansion: Phase one included the creation and expansion of primary credit unions in order to provide immediate relief to Ukrainian communities that were suffering from inflation rates. In three years (1993-1996) the CUCUC had helped establish 150 unions in 19 oblasts. The second phase, which came in response to the lack of acts or decrees on credit unions, entailed the credit unions' maintenance. At present, the third phase is focused on strengthening primary credit unions, as well as to secure their overall quality for Ukrainian communities. The desired framework is one that encourages credit unions to follow international conventional norms and standards. This is where CUCUC's training is strongest, as it wishes to provide financial education for individuals and businesses for viable and long-term purposes.

Credit unions have produced sustainable results in fifteen years. Ukraine boasts over 765 credit unions (with 760 branches), comprising of 3 million members and a net capital of 1.2 billion dollars. Over two million households have access to credit savings and financial services, which means that Ukrainian communities are generating their own capital. This year, moreover, saw the creation of 10,000 jobs within credit unions, many of which are directly linked to areas of civil society such as election offices. CUCUC also supports its endeavor to maintain transparency by educating state officials, monitoring democratic governments, and providing annual reports. As well, one of its regular publications in Ukraine is a brochure that upholds gender relations, family rights and obligations,

The greatest challenges to CUCUC include the lack of stabilization funds as well as the lack of political guarantees. Ukraine's unstable political system delays lobbying, and foreign-owned banks are always competing with credit unions. Future action should therefore be directed towards deposit-guarantee legislation, and a project that could address the development of rural communities through access to credit. Credit unions are the mechanism for rural communities to regenerate. By the same token, the furthering a democratic civil society requires a sound financial system including staying focused on regulatory issues and consumer protection.

## SESSION II LEGAL AND POLITICAL SOCIETY

***Building Democracy in Ukraine***  **GEORGE PERLIN***(Queen's University)*

The CIDA project to spread democratic political culture in Ukraine developed in part in the field of education, where the basic idea was to develop self-sustaining academic programs on democracy and human rights in Ukrainian universities. The project's strategy was to ensure a steady flow of democratic knowledge in post-secondary institutions, which could then broaden to Ukraine's entire education system.

When the project began, only two per cent of universities had any kind of course on democracy. Few professors had any background in democratic studies, while the necessary resources for democratic teaching and research were virtually nonexistent. The project thus began in Canada to provide a series of ten-week graduate courses for Ukrainian professors at Queen's University. The courses, which spanned two years and in which forty-seven professors took part, helped the professors to develop a curriculum for democratic education that would be introduced in Ukrainian universities.

The project then commissioned the Ukrainian professors to write a textbook on the ***Fundamentals of Democracy*** to support the future academic courses. Week-long professional development seminars, designed to help fellow Ukrainian professors to deliver the course, subsequently spread in Ukraine. The project then undertook a series of research conferences that not only promoted democratic research in Ukraine, but also helped to persuade regional professors to add the ***Fundamentals of Democracy*** to their curriculum.

The project's initial constraints included the highly inflexible structures of Ukrainian post-secondary education (namely, the specialized and rigid education styles). The sheer number of Ukrainian universities, along with faculty attrition and a shortage of educational funding, likewise had a discouraging impact on the project. Nevertheless, the training of Ukrainian professors continued, while the new generation of professors made significant revisions to the ***Fundamentals of Democracy*** textbook. In the project's second phase, instruction courses on civic and democratic theory have extended to pedagogical-secondary institutions. The expansion of these democratic also spread to technical colleges, and created distance-based learning courses for Ukrainian public servants.

To date, some 407 Canadian-trained professors have given preparatory courses on democracy to 27,000 students in 120 Ukrainian universities. Also, the Ukrainian Ministry of Internal Affairs has made democracy courses a mandatory part of the university, technical college, and professional development institutes' curriculum.

Ukraine is currently a focal point for foreign-supported education building. While the total number of projects and programs on democratic political culture is hard to estimate, the net-work of financial investments in education spans over nine **billions** dollars. The obvious point is that democratic willingness is insufficient on its own. Proper education requires expertise, committed individuals, and above all a steady maintenance of resources over the course of time.

*Chaired by***PAUL GROD***Canada-Ukraine Chambre  
of Commerce*



***Judicial Reform in Ukraine***  ***PETER SOLOMON***

*(University of Toronto)*

The Canadian Office of the Commissioner of the Federal Judicial Affairs, with support from CIDA has pursued two judicial reform projects in Ukraine. The first project (1997-2002) represented the first attempt by any foreign organization to help the Ukrainian courts at the trial level, and it aimed at improving the quality and efficiency of Ukrainian courts operations. The main concern with Ukrainian courts, however, were the predominance of low-quality building, judicial insecurities, poor funding, and few technological improvements. It was apparent that the 1997 Ukrainian judicial system had barely changed its Soviet-styled operations since 1991.

At the core of the Canadian project was the conduction of ‘model court’ experiments with Ukrainian judges so as to compare the efficiency levels between Canadian and Ukrainian courts. Twenty Ukrainian judges spent time in Canada and wrote proposals on how to reform their own courts. Their recommendations spoke about the separation of judgments from the public -- which would end the Soviet practice of seeking public advice -- but also to introduce auditory recording devices in trials.

The implementation of the proposed changes was initially complicated by the tight controls from the Ukrainian Minister of Justice. It would take years before the regulations would be introduced at the government level. When the regulations finally arrived to the fore in 2003, however, they quickly became understood as the basis for efficiency-making in both local and national-level courts. The reform began to install clerks, who effectively substituted for judges in advising the public.

Ukraine’s judicial system had clearly improved by the time of the 2<sup>nd</sup> reform project (2006). There was now a separate court state of administration, specialized training for judges and staff, and the viable judicial assistance to the public. At present there are ongoing discussions to create mandatory 1–year training programs for newly appointed judges.

The second project is taking advantage of the first project’s changes, and plans to create enhanced model courts. To do so, a team of Canadian and Ukrainian lawmakers will write a manuscript explaining common procedures. The new model courts will also have 2 district courts (Kyiv, Odessa) and one appeals court (Kyiv). The second project has also introduced the training of court secretaries, in which 2 Canadian court administrators will serve as advisors.

It is hoped that Canada’s aid to Ukraine’s judicial reform has improved the courts’ public standing, as well as provide appropriate transparency measures. However, the greater importance for judicial reform is within the political-institutional context, as not every effort for reform can overlook political obstacles. Ukrainian judicial reform requires long-term thinking not only in designing projects but also in assessing their results. Positive outcomes, as it were, oftentimes arrive well beyond the lifespan of technical aid projects. Although CIDA rightly stresses sustainability, it might consider revising the projects 5-10 years later.



***UCC Election Observer Missions in Ukraine***  **MARKIAN SHWEC**

*(UCC Toronto)*

The Ukrainian-Canadian Congress collectively represents the local and provincial Ukrainian-Canadian organizations across Canada. During the 2004 Ukrainian presidential elections, the UCC based its decision to organize election observation on its knowledge of Ukraine's political issues problems. Most Ukrainians were aware that did not simply turn to the police, the courts, or the press without running into authority-governed interference.

To help solve Ukraine's 'hierarchical' and corrupt authority structure, the UCC focused its energies on promoting free and fair elections. A democratically-elected government would not only evince a truly representative political structure, but might also be willing to create an authentic Ukrainian civil society. The UCC's election observers were thus among the first to inform the Canadian public on the extent of election fraud in the November 2004 elections. In the weeks leading to the 2<sup>nd</sup> Presidential election round, UCC representatives organized a cross-Canadian committee to organize further missions.

The key to UCC's rapid mobilization was its preparedness. The sheer number of Ukrainian-Canadian volunteers meant that the UCC could more easily choose qualified observers, including individuals with native language skills, travel experience, and geographical knowledge of Ukraine. Second, the UCC's broke down its volunteers along specific roles: some were to lead observer missions in Ukraine, others remained in Canada to receive and channel daily observer reports to UCC offices, still others were based in Ukraine to mentor and provide new observers with key instructions on impending tasks. Finally, the UCC's fundraising and disciplined budget helped ensure professional and efficient missions. Its record-keeping and financial auditing also serves to maintain the confidence of Ukrainian-Canadian donors, who prefer to know the extent of efficacy of their contributions.

While the UCC's organizational structures helped to make its observer missions possible, its actual achievements are manifold: 1) the broad participation of 1,500 observers has generated favorable government ties between Ukraine and Canada, 2) the observers' video-recording and written reports kept election proceedings legitimate, 3) the Canadian observers have made important linkages with Ukrainians at the local level, including election officials, militia, and local governments, and 4) the growing confidence of local Ukrainians who have seen the return of Canadian (and foreign) election observers in the last 4 parliamentary and presidential elections.

The election observing projects have proved to be sustainable on practical and moral levels. On the practical side, Canada's willingness to provide the Ukrainians with resources is still persistent, as is its interest to promote democracy. On the moral side, the UCC recognizes the long-term implications of democratic-building. The development of civil society does not solely come at the expense of fair elections. Therefore, the UCC recommends a twofold vision: first, it hopes to continue its missions in collaboration with other NGOs on the basis of information and strategy-sharing. Second, the UCC seeks partnerships with governments and agencies to elaborate on greater long-term strategies for democratic change in Ukraine.

***Keynote Address***  **DANIEL BILAK**

*(Koziakov and Partners, Kyiv, dbilak@hotmail.com)*

Daniel Bilak, now with Koziakov and Partners, in Kyiv, said that from his perspective of seeing it in Ukraine over many years, technical assistance and cooperation program that Canada has with Ukraine is effective and well-appreciated for its professionalism and the quality of the advice. All in all, it had been of tremendous assistance to Ukraine in its reform efforts. He noted there have been difficulties in that the assistance provided was not always used as well as it could have been, and did not bring about the results that it should have; the principal reason for this is the lack of political commitment by leaders in Ukraine. Bilak was optimistic that that could change. Noting that the research identified relatively few projects in the area of rule of law, he considered that such Canadian assistance in support of the rule of law should be paramount. Ukraine with its constitutional and legal framework needed increased attention to issues involving the law and its application, within the judicial system and public administration. Canada and Canadians, particularly of Ukrainian origin, had contributed much already; it is important that Canada continue to contribute.



## SESSION III CIVIL SOCIETY AND PUBLIC POLICY

*The Reestablishment of the Greek Catholic Church in Ukraine**BISHOP KENNETH NOWAKOWSKI**(Ukrainian Catholic Church Eparchy of New Westminster)*

The Ukrainian Greek Catholic Church, established in 1596 in agreement with the Vatican, operated in what is now Ukraine until the Soviets forced the Church into clandestine existence in 1946. At that time, Ukrainian priests were either killed or deported to Siberia along with thousands of Ukrainians. The Ukrainian Catholic Church thus became a massive underground and illegal movement, but at the expense of its heretofore open and valuable role in promoting Ukrainian social development.

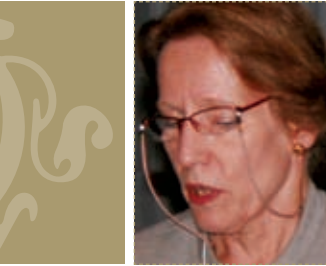
The Ukrainian Church's role during the postcommunist transition was paramount in recreating Ukrainian civil society. In the face of stark poverty and poor social conditions in the new Ukraine, the Church recognized the need help Ukrainians with social-educational development. Yet a few problems required immediate solutions before proper action could take place. First, the internationally-donated humanitarian goods that were sent to Ukraine were simply dropped off in Kyiv. Thus, the Church called upon volunteers and specialists to remedy the need for a proper distribution system. A second issue was to desensitize the Ukrainian public from its country's stockpile of weapons and anti-personnel mines. In this case, the Church's main partners included CIDA, which in time did help the Church to raise public awareness for the banning of anti-personnel landmines.

Communities within Canada, both Ukrainian and non-Ukrainian, in partnership with various active Church groups and rehabilitation centers, dedicated many years of work on key areas of social development. One of the initial obstacles for these organizations was to arrive at some consensus in prioritizing tasks. Nevertheless, the common concerns to help impoverished Ukrainians allowed for successful cooperation between secular and religious bodies alike. In particular, distinct relief groups interacted regularly and interdependently in order to share burdens equally and to maximize their efficiency potentials.

Canadian volunteers who took part in the post-Soviet Ukrainian development programs passed through Church-sponsored workshops. Among the most rewarding observations was how the volunteers seldom refused redundant tasks, such as working to establish links with other NGOs or spending months working in HIV or rehabilitation clinics. With the help of Canadian fundraising, along with EU funds and also the financial support of CIDA, the Ukrainian Catholic Church re-established its image as a provider to groups in need.

The ability for Ukrainian-Canadians who responded to assist their brethren cannot be ignored. Bishop Nowakowski notes that many Ukrainian-Canadians who traveled to help Ukraine were descendants of the "1<sup>st</sup> Wave" immigrants (1890s). These Canadians spent several months helping reconstitute Ukraine in its direst hour, and who also continue to support the Church's work in social relations. Although the most pressing work of humanitarian aid has helped recover the Ukrainian populace, Bishop Nowakowski hopes to generate further ties with organizations to continue social re-development in Ukraine.

*Chaired by***DAVID ELDER***Queen's University*



***Civil Society and State: From Disconnect to Collaboration***  **KRISTINA WITTFOOTH**

*(Canadian Bureau of International Education)*

The Canadian Bureau of International Education (CBIE) boasts a mandate which promotes international aid in partnerships with governments, institutions and stakeholders. CBIE's work throughout the last decade was focused in Ukraine, with its twofold goals to improve the Ukrainian administrative service reform, and to develop Ukrainian civil society.

CBIE's interest in Ukraine came at the behest of Canada's DFAIT, which invited several NGOs to provide cooperative programs in the newly independent Ukraine. At the time, the systemic transition demanded a powerful need to bring a human element to Ukrainian social restructuring. To ensure success, CBIE began to develop crucial knowledge of Ukrainian social problems, thanks to its ties with the Ukrainian-Canadian diaspora. However, one could not speak of a Ukrainian civil society in 1991. Communism had crushed the public space, while the postcommunist transition left many Ukrainians mistrustful of governments and especially organizations.

While the number of NGOs in Ukraine now spans over 47,000, the actual percentage of effective organizations is about 10 percent. In spite of this cynical outlook, Wittfooth insists on redefining civil society beyond the mere scope of NGOs. Civil society should also include the networks and values that make up the family, market, and social components. Above all, civil society must hold the government accountable when the latter strays from a legitimate mandate. This idea is well understood in Ukraine, as most of the protesters during the Orange Revolution came from civil society groups.

CBIE's collaboration with CIDA, and with Ukrainian-based organizations took the role as think tanks. The organization ensured common links between newly created civil society groups and the Ukrainian government. In ten years, the shared space between the Ukrainian actors is not only understood, but mutually recognized.

The notion of a practicing democracy was nonexistent during the Soviet era. In Ukraine, the term 'policymaking' was a byword for bad politics and state dominance. In the absence of policy units to which Western nations are accustomed, many Ukrainians therefore did not initially recognize the need for public deliberations. Both CIDA and CBIE helped fill up this policy vacuum by creating deliberative platforms that would allow for positive thinking about democracy and democratic standards. One of the most important initiatives entitled 'Policy Analysis Units' helped create policy units in the Ukrainian Ministry of Economy and the Government Secretariat. It also introduced measure of transparency and accountability to Ukrainians. Wittfooth notes that the Ukrainian-Canadians who helped with this reform had effectively changed basic policy standards and practices. Consequently, the recognition of 'public policy' as an independent consultative discipline --with its own mechanisms and process--became positively institutionalized as a democratic benefit in Ukraine.

## SESSION IV SOCIAL AND EDUCATIONAL DEVELOPMENT

***Introducing a Canadian Perspective on Multiculturalism and Language Policy to Ukraine –***  
***OREST KRUHLAK****(Canadian Heritage)*

A lasting political contention in Ukraine involves the Crimean Tartars' claims for multinational rights. As late as the mid-1990s, however, many Ukrainians still had little knowledge or consideration for Tartar activities, and Ukrainian organizations thus became pressed to reframe the discourse on policymaking and multicultural legislation.

Canadian Heritage (CH) encourages practical and theoretical policymaking in the area of national minorities. Its working goals in Ukraine (Crimea) include the promoting favorable conditions for indigenous minorities, raising awareness of multiculturalism to all Ukrainians, and promoting strong political support among Ukrainian legislators for pro-multicultural legislation.

CH's first project in 2003 helped to organize bilateral meetings in Odessa between Ukrainian officials and Crimean minorities. Their topics were to range from policymaking, to the distinguishing between 'policy' and 'program', to how to establish common links on Ukrainian indigenous issues with the Canadian, American, and Australian cases.

The seminar's participants incorporated Ukrainian national minorities, NGOs, local government officials, and representatives from the Verkhovna Rada. The 2-day proceedings accomplished most of CH's objectives. Ukrainians had a comparative understanding of aboriginal issues, thanks in to Canadian Heritage's distribution of translated Canadian government documents to the attendees. Secondly, the Tartar participants could now follow the Canadian and American indigenous examples to pursue future multicultural programs in Ukraine. Most participants, in fact, left the seminars with a deeper understanding of policymaking and its complexities. The seminars thus helped to instill greater commitment-levels to those Ukrainians who want to develop democratic-based legislation in a multicultural realm.

Although Canadian Heritage's activities had provided Ukrainians with possible visions, the seminars did pass through difficulties. Representatives of Ukraine's State Committee on National Minorities, which opened the seminar with positive formality, did not actually attend the seminars. The absence of these influential actors meant that some Ukrainian leaders are still very cynical towards the extension of multicultural rights. Similarly, local and Oblast officials seldom raised their voices during seminar discussions. Finally, those who did take an active part in the deliberations (namely academics, NGO members, and Tartar leaders) could not agree on how to approach the issue of Crimean Tartars. As such, the Tartars were not heard in any meaningful way by individuals of various NGO communities.

Canadian Heritage's project sustainability is contingent on political support. Unless the Ukrainian State Committee on National Minorities can treat aboriginal claims seriously, then the work of CH will stretch out indefinitely. New policies require widespread public support. Before Canada's 'rights revolution', our academics behaved much as the Ukrainian officials during the CH seminars: by disclaiming new ideas as unfeasible. So while the Ukrainians are still embedded in skepticism, there is no reason to disregard a multicultural so long as the idea reigns.

*Chaired by***OSTAP SKRYPNYK***UCC Executive Director*



***The Nursing Curricula Translation Project***  **GERALDINE NAKONECHNY**

*(Grant MacEwan College)*

The Nursing Curricula Translation Project (NCTP) covers 4,200 pages from 27 North American nursing instruction manuals, all of which were delivered to Ukrainian hospitals and nursing schools. The materials come with voiceover videotapes that act as supplements to the books.

Canadian fundraising activities, generated by women's' associations, began to fund this project in 1994. This project's interest-diversification came as a direct result from Canadian reports of the Ukrainian health system's dismal structures. To rehabilitate the situation, CIDA helped finance Ukrainian health professionals to visit Canada for observation and community development training. The nursing project began working with the Ukrainians, who were proactive to absorb Western standards at a time when they lacked the necessary resources to develop their healthcare system. In the early 1990s, Ukrainians had few nursing textbooks, poor educational records, and limited knowledge of English – which blocked their access to invaluable international resources.

To fill the gap between education and practice, the Nursing Curricula Translation Project began to provide contemporary Western-style orientation booklets for Ukraine. The project materials, it must be noted, were solely designated for health instructors in 110 Ukrainian nursing schools. The materials contained exercises, review questions, self-tests, and bibliographies from which Ukrainians could conduct further research. Following their orientation in Canada, the Ukrainian guests held conventions with their contemporaries back home to share their new information. The professionals soon formed coalitions to promote health reform among Ukraine's market leaders. Moreover, they held discussions on changing the educational health curriculum, thus ensuring a proper use of the Canadian translated texts.

The project's keystone was the actual translation of these texts. As Nakonechny emphasized, every profession relies on content-based terminology, without which the translated materials would have been useless. The NCTP therefore hired a native Ukrainian translator who resided in Canada, and who devoted two years in translating the 27 manuals.

NCTP's constraints had more to do with the need for paradigm restructuring in Ukraine than with financial impediments. The project had secured the financial means to host and to train nurses along Western standards, but Ukraine's knowledge lacuna on health issues will require several years to dissipate. Moreover, the common perception of nursing is generally low in Ukraine. People do not hold nurses in professional esteem as they do in Canada, and the relationship between doctors and nurses is strictly vertical.

Mrs. Nakonechny proposes further community support for Ukrainian nursing. At present the NCTP influences some thirteen Ukrainian regions. These results have encouraged Canadians to further donate a cause that can potentially expand on its work. With respect to Ukraine, the interoperation between NGOs is another recommendation on which Mrs. Nakonechny emphasizes. Higher tolls of NGO cooperation generally raise higher levels of public awareness.

Ukraine's nursing rolls require better standards and enhanced roles. Given Ukraine's 350,000 nurses, the establishment of professional associations would go a long way to accomplish this endeavor.



### *Charity Work in Ukraine* **JANET JANZEN**

*(Mennonite Central Committee)*

The Mennonite Central Committee has performed international relief and peace-building efforts since 1920. It currently operates in fifty countries, and receives funds primarily from individuals and churches. Although CIDA provides financial assistance towards 16 of MCC's 50 offices, the Ukraine office runs exclusively on homegrown budgets. Its three priorities in Ukraine are relief, peace work, and community development.

MCC's work in Ukraine is part of a larger program entitled "The Former Soviet Union", which includes Russia and Kazakhstan, although 85% of the funds are designated for Ukraine. The organization sends Canadian service workers to Ukraine on 1-5 year assignments, which entail cooperative work with communities, faith groups, and NGOs. Specifically, MCC provides emergency relief assistance for the sick, the elderly, and the marginalized. This year alone the organization has sent \$1 million in emergency goods. As a measure of transparency, MCC's volunteers monitor the distribution of goods to ensure their proper allocation.

In addition to relief activities, the MCC also provides peace-building strategies which focus on restorative justice, agency consultation, and resource curriculum development. Although the primary relief targets are Ukraine's marginalized, MCC's draws steady interactions between its employees and Ukrainian locals. These interactions often include educational seminars on poverty with problem-based deliberations on how to respond to these issues. To further strengthen this value-based education, participants are encouraged to speak with members of Ukraine's impoverished. These efforts help reinforce, on a first-hand basis, Ukraine's pressing social needs.

Finally, the MCC engages in community-development work, which was seen as a top priority in the face of Ukraine's rampant HIV levels, drug abuse, and alcoholism. MCC's work seeks to attract Ukrainian volunteers who can assist substance abusers in a successful bid for social inclusion and greater public awareness. In addition, the MCC manages the "Global Family Program", which assists some of Ukraine's 450,000 orphans by offering support and education.

On the whole, MCC's project sustainability is contingent on maintaining local partners, without which MCC could not have drawn high support-levels from Ukrainian communities. The organization thus uses standardized assessment tools in choosing new partners, so as to ensure responsibility and efficiency for both parties.

The MCC's constraints deal mainly with its limited partner capacity-building. For the moment, MCC's partners are restricted to local organizations, although its future endeavor is to establish solid links with developed NGOs. Additionally, the MCC suffers from bureaucratic delays. The Ukrainian government has yet to pass regulations that would expedite the reception of aid shipments.



## WRAP UP A ROUNDTABLE DISCUSSION ON SOME OF THE LESSONS LEARNED AND THE WAY FORWARD

### *The View From Ukraine* **LARISSA PEKARSKA**

*(Deputy Directorate for the Coordination of International Technical Assistance, Ukraine)*

A government's primary goal in providing technical assistance is to assist its sponsored unit's economic development. In 2006, donor contributions to Ukraine made up for two percent of its national budget. Financial assistance came predominantly from the European Commission, US donor agencies (USAID), Canada, Sweden, the UK, Switzerland, and Japan. Altogether some 6 billion dollars and 2,000 technical assistance projects have helped Ukraine since 1992.

Canada's commitment to help Ukraine is based on the Memorandum of Understanding Issues (in 1994). From this commitment, Canada has contributed \$3 billion to various countries. Recently, Canada prepared a report entitled 'New Programming Framework', which deals with Ukraine's development for 2007-2011. Among several concerns, the paper focuses on democracy, human rights, institutional accountability, and the rule of law. The report also mentions enhanced efforts to promote gender equality and environment sustainability. From the Ukrainian side, the government is responding to calls on improving its management capacities with respect to its aid acquisitions. It has taken leadership in this concern by organizing special working seminars between Ukrainian government officials and donors, which specifically deal on how to improve assistance coordination and organizational capacities. Meeting on a regular basis, these seminars hope to further consolidate donor resources in a way that would increase the efficiency of donor management, and also to avoid project duplication or overlapping. The key aspect to these meeting is communication and information-sharing, as well as to broaden Ukrainian participation.

*Chaired by*  
**DOMINIQUE AREL**  
*University of Ottawa*

In April 2007, Ukraine joined the Paris Declaration at President Yushchenko's request. Represented by over 100 governments, this international agreement provides a framework for governments to increase efforts at harmonization, and also to measure the success or failure of technical aid. Ukraine provided the Paris Declaration with a database of its current projects, which can be found on the Ministry of Economy's website. It is hoped that the donor-societies, of which Canada is a part, will continue to work on issues of trade, social protection, institutional and government reform, environmental protection, and local energy concerns.

At present Ukraine is reaching out to these donor groups, yet the greatest problem is to stimulate as many Ukrainians to cooperate with these groups. Unfortunately, most Ukrainians still define 'technical assistance' as limited to equipment. As such, Ukraine faces the obligation to redefine the concept so that it will include social development, international networking, cross-cultural education, and professional training



 **ROMAN PETRYSHYN**

*(Symposium Summary, Grant MacEwan College, Edmonton)*

The “Canadians in Ukraine” seminar handsomely captured the essence of financial and social contributions to Ukraine made possible by CIDA, by volunteer projects, and by Ukrainian-Canadian communities. Far from a disappointing breakdown, the projects have all been pivotal to the positive development of postcommunist Ukraine. The common thread in these presentations, including strong commitments and persistent volunteerism, indicates Canada’s heartfelt concern to help other countries in need.

There seems to be no historical memory in Canada that could talk about its role in community and government-funded projects. As a result, the networks of professionals and experts who return to Canada from their work in Ukraine are easily forgotten. Although Canadians have a good impression of themselves, there needs to be greater emphasis on the quality of our contributions. This is especially true now that the Ukrainian government is calling for more effectiveness between donor and recipient groups. The current solution therefore requires greater cooperation between the volunteers and the state-funded sector in Canada. Equally important, there is a need for more discussions such as the ones that were held in “Canadians in Ukraine.”

Administrators rarely have ownership over the controls of an administration, while their access to operational funds is dismal. Yet there is another system beyond bureaucracy. There is also the volunteer-community world that falls under the concept of fellowship. The literature on community volunteer sectors is vast. We know from long experience, dating back to hundreds of years, in which these types of communities helped develop social capital. These systems have their own operating mechanism, which are administered and operated on horizontal-consensual levels, rather than vertical-control structures. We also know that a volunteer will rarely come up with their own rules, their own terms, or raise their own money completely. Rather, the level of public trust corresponds with volunteer organizations. It is in this area that the public good is best served, and this model is particularly useful in a society trying to develop its own societal.

The two models contrasted here are bureaucratic and communitarian. In the first place, bureaucracy is about value-control, efficiency, defined relationship and a complex administration. The other value, the community, responds to needs with a blend of creativity and social networks. It is here that the approach focuses on people, undefined relationships, simple administrative forms, and most importantly, on trust. It helps to keep this contrast in mind when one brings out the main points for today: Canadian policy has not integrated into Ukrainian community in its funding.

Canada’s (and CIDA’s) impact can be improved an important. CIDA, for instance, might wish to operate on a multidimensional base so as to integrate both the bureaucratic and communitarian models that were outlined above. We know this strategy works, as it brought the credit union project much success.

To understand a country’s historical or political situation, we need volunteer-friendly programs suitable not only for large NGOs, but also the grassroots movement and any segment that need not undergo exclusion on account of stringent requirements. If community organizations such as the Canada Ukraine Foundation can manage technical aid initiatives with its experience-base, then CIDA should consider funding these groups. The volunteer sector has yet to do great wonders in Ukraine and elsewhere, but it needs greater support.



## ROUNDTABLE REMARKS



**FRANÇOISE DUCROS**

*(Director General, Russia, Ukraine and Nuclear Programs Division, CIDA)*



CIDA both appreciates and notes the presentations' messages and lessons seriously. It is clear that the Canadian government's role should focus on synergy, that it should work more closely with Ukrainian-Canadian communities, and also with Ukrainian-based government institutions. However, there are a variety of Canadian values at work. The values that govern have somewhat changed over the years, as there is also need to work in contexts that serve Canadian interests. When Canada is informed of innovative approaches, its programs become governed by results-based management techniques.

Although there is an honest desire to work with communities, there are also responsibilities of reporting to ministers, and there are numerous actors that cannot be ignored. In short, several factors come together and form a jumble of values, especially when Canada is involved in foreign aid as a donor organization. Canada is bound by the Paris Declaration and its focus is on donor coordination. The current reality, as such, speaks for a need to deliver its promises in an efficient and effective manner.

The last Canadian budget talked about the efficient principles of aid in concentration on effective delivery and accountability. With CIDA, which sees itself as a poverty alleviation agency, there is desire on behalf of the community, government and bureaucracy to make its involvement in Ukraine one of the best donor programs out of the Ukrainian donor forum.

Of course, the information and experience does not flow in one easy path, and we have many things to learn from the Ukrainian experience. Examples include today's issues of building Ukrainian civil society, increasing participation levels, and assuring for proportional representation. The greatest failure is the lack of information that has been relayed elsewhere. CIDA actually has a program in the volunteer sector fund based on the voluntary sector's outputs. This program has the potential to work in synergy with other bilateral programs. Together these initiatives can do things that ordinary bilateral programs cannot, precisely because the latter is predicated on a government-to-government basis.

With respect to the Ukrainian health issue, we feel it is not the top priority. The current feeling is that health concerns can be better dealt with alternate multilateral instruments. Regarding some of today's concerns, there needs to be a greater dialogue, and there are things should be streamlined and analyzed together. Based on our consultations with the Ukrainian government, however, it is clear that Canada has proven its worth for delivering support.

Along with these aspects of technical assistance, there needs to be a framework-design that would incorporate the Paris Declaration of donor harmonization. Much work still remains to be done, particularly in the sphere of knowledge management. We could all benefit from more consultations, moreover. But these and other considerations should be incorporated into the framework of results-based management values, that is a bureaucratic and realistic actuality.



 **LEAH SOROKA**

*(Agriculture Canada)*

There is a contradiction between what we measure in society, and what we expect our dollars to achieve in a country of tremendous uncertainty. The fact that we need more technical assistance tells us that something is awry in the system. One must therefore advocate some caution when looking at the concept of measuring deliverables or sustainability. In particular, if we are trying to achieve a better world, we need to think about all of the ways that might lead us astray. And we need to think strategically on how we go about technical assistance. Obviously we expect good measurability, transparency, and accountability. The question becomes, how do we achieve these goals in an uncertain context?

First, when confronted by longstanding barriers or a critical mass, we know that the situation tends to worsen rather than improve. It thus becomes imperative to boost public awareness to understand and overcome the real hurdles. Even then, we may still require keeping vigilance against further hurdles down the road. This is an underlying but necessary assumption in our dealings with the postcommunist region. One might be consider the coaching of future technical assistance, but this would depend upon the given market and its surrounding conditions.

Technical assistance is filled with people, identities, and values. Determining the directions of assistance, or even their agendas, is a slow and scary process. It is an entirely different world to unveil these purposes this without the ability to converse at will with the actors. What is clear is the need to develop a multi-pronged approach to grassroots volunteering assistance. When one is chipping away at the old system, it is essential that the volunteers do not get stomped out when the walls finally do come down. Additionally, caution is required against the so-called pendulum effect, in that the bureaucratic community does not suddenly leave a project in the middle of its work. We should likewise learn from the lesson of extremes. When a single method does not work immediately, we ought not to automatically switch strategies; change is gradual at the systematic and government levels.

Support for the foundational movements is equally crucial. Foreign donors need to have a basic grasp of their recipients' situations and perceptions in order to fill the gap between delivery and need. We therefore need to enter the world of knowledge within society. This should be the next wave of development for Ukraine. The Ukrainian press and media also deserve far more attention, as these avenues are instrumental to passing knowledge within the environment.

Finally, we need to look at the possibility of leapfrogging technology. Occasionally we find that recipient countries are following our path. Let us explore their paths to see if we could draw some of their insights and bring their learning to Canada. Basically, we need to develop a better idea of partnership. Doing so will allow us the foresight to look for a more common future, and to find more innovative approaches for what is still possible.



 **ZENON POTOCZNY**

*(Canada-Ukraine Chamber of Commerce)*

The Canada-Ukraine Chamber of Commerce (CUCC), incorporated under the Canadian laws in 1993, took an active role in promoting business with Ukraine until the mid-1990s, when Kuchma presidency suspended most business activities. However, the return of a more democratic Ukraine in 2005 allowed the CUCC to continue its business operations.

In November 2006, the CUCC assigned a memorandum of cooperation with the Ukrainian Centre for Foreign Investment Promotion, which is a government-sponsored accountable to the President and which was mandated to attract business in Ukraine.

At present the CUCC represents 70 member companies. While only about twenty percent of these are active in Ukraine, the CUCC holds regular business to increase this figure. To gain further interest, the CUCC provides valuable information access to Ukrainian markets and their performance. It also offers knowledge on production centers and the types of products-services that are available in Ukraine. Participation rates for these CUCC-organized seminars have thus far been positive and, it is hoped, this will generate greater business dealings in Ukraine. The CUCC also maintains an up-to-date website that provides assistance to resolve legal-business issues. The website also lists the various associations and corporate entities that operate in Ukraine.

The CUCC is currently looking to build a project to establish a fully-functioning and self-sustaining organization that could comprise as a whole. With the help of fellow partners, CUCC plans for this organization to help identify favorable trade investments for potential businesses, and would also serve as a consulting firm for resource opportunities. For the time being, the CUCC needs to gain favor for this idea from both the Canadian and Ukrainian governments and publics.

With respect to business lessons in Ukraine, many firms can attest to the frequent business losses and the minefield of Ukrainian regulations. As a result, many foreign national businesses are presently embedded in court. And although Ukraine does have some technological advances for good business dealings, it is nevertheless struggling to fight rampant corruption. Ukraine's East-West division, furthermore, makes it difficult for the country to apply common business strategies in a simple structure. Finally, it is acknowledged that large Ukrainian national corporations have enjoyed financial success, particularly in the oil industries. By contrast, Ukraine's small and medium businesses are struggling to emulate similar accomplishments. Many Ukrainians do not even recognize the small and medium businesses as vital elements to the economy, and choose to blame Ukraine's 'brain drain' or flight of experts on foreign companies.

Perceptions notwithstanding, small and medium businesses in Ukraine do have the potential to expand and to achieve success. Yet they require need far greater support from external agencies than what is currently allotted to them. More importantly, future technical assistance needs to focus vision on long-term structures. A long-term vision must, in turn, seek to educate foreign investors on Ukrainian business policies to deflect mistrust and initial discouragement. From the Canadian side, the government might help business growth by facilitating its grant application procedures, which are invariably complicated and time consuming.

## SUBSTANTIVE OBSERVATIONS

On the basis of an analysis of the information in the database, and particularly the review of reports and evaluations of the projects has already led to the outlining of lessons that can be drawn from Canadian cooperation at the Conference.

There are some overriding observations that come out of the research and analysis and the discussions at the Conference:

- 1.** There is a need for better cooperation, collaboration and consultation among the various stakeholders in Canada's assistance programs in Ukraine. Such cooperation in Ukraine has a real and significant value. The Ukrainian government, as Larissa Pekarska pointed out at the Conference, has taken steps on its side to establish a identifiable point to coordinate within the Government Canadian development assistance within the Directorate for the Coordination of International Technical Assistance in the Ministry of Economy of, Ukraine. The Canadian Embassy in Kyiv and its Technical Cooperation section can work together with the representatives of various assistance programs. It would also be worthwhile to provide a structure framework in Canada for the Canadian organizations that are executing agencies to share their experience and consider common approaches, as well as to gain from community the benefit of their particular perspectives.
- 2.** The CIDA-funded agencies (and other governmentally financed institutions) and the community-based activities have distinct and different roles in delivering various aspects of the Canadian experience and providing Canadian expertise. The officially funded activities provide the opportunity for the Canadian government to demonstrate its commitment to Ukraine on a government to government level. Such a position is very important in allowing Canada's assistance to support Canada's foreign policy objectives; it also allows for Canada as a government to direct its assistance in sectors that Canada, in consultation with Ukraine, considers priority, and it ensures that Canadian requirements on the articulation of the results of the cooperation programming and on articulation of the effectiveness of aid are fully met. The projects carried out by the Ukrainian Canadian community and other communities allow for a direct contact and a personal exchange, building on the numerous and multiple non-governmental and unofficial contacts extending from interactions between civil groups – farmers, for example – to family meetings, to small business investments, and to humanitarian assistance and collaboration. It is worthwhile noting that in both cases, Ukrainian Canadians play a major role and have an advantage in being able to speak the language. Support for Ukraine is not limited to any one community. It is important that Canada make available the best qualified resources relevant to the Ukrainian needs, and in that regard pay meaningful attention to the selection of people to be involved in projects.
- 3.** It is also important to recognize, as the Conference discussions and the analysis of reports showed, that there is a tension between the directions that Canada wishes to impart to its development assistance, and the administrative requirements that underlie its programming, and the need for Canada to adapt to the circumstance and the needs of Ukraine. Roman Petryshyn pointed to the values in the community-

based approach, contrasting them with the administrative requirements of the CIDA approach. The analysis of the reports on CIDA funded projects showed that there are often concerns in the project management about the administrative burden in meeting CIDA requirements. There were also observations about the micro-management of projects that did not allow project managers to seek innovative ways to develop programming to meet changing circumstances, political, economic and social, in Ukraine. Leah Soroka, for example, pointed to the need to implement new, adaptive techniques to manage projects, including greater decentralization of decisions and more autonomy in spending decisions, with determination of results in a more inclusive way.

As CIDA considers its programming priorities for Ukraine over the next five years, it will have to determine not only the priorities sectors for its involvement, but also the means by which it might make its contribution to Ukraine's progress toward a democratic, free state in a way that is effective, relevant, based on Canada's strengths, and is appropriate in its management and administration.

The Conference with its discussions and the research base that has been developed will serve as knowledge base which can serve well to inform policy and programming decisions, as well as to enhance the quality of Canada's technical cooperation.



## COMMUNITY ORGANIZATIONS INVOLVED IN ASSISTANCE PROJECTS IN UKRAINE

### ***Canada Ukraine Foundation***

*<http://cufoundation.ca/wwwold.macewan.ca/nw/cuf/index.html>  
456 Main Street  
Winnipeg, Manitoba  
R3B 1B6 Canada*

- National Ukrainian Kyiv-Mohyla Academy (NaUKMA) Support Project;
- Canada Ukraine Alliance for Deaf and Hard of Hearing Persons; (www.deafalliance.com) Institute for Professional Development of Teachers Project;
- Friends of Publishing in Ukraine Project;
- Evaluation of Ukrainian School Textbooks Project;
- Liubov Project;
- Planning for Computerization of Lviv Schools Project;
- Technical Books of Ukraine Project;
- Kovaluk Designated Fund Project;
- Canada World Youth “Alumni” Project;
- Norilsk Uprising Project;
- Volunteer Services to Ukraine;
- Consortium of Educators Lviv Projects Mission.

### ***Canadian Friends of Ukraine***

*<http://www.mondenet.com/~cfuotwa/>  
Canadian Friends of Ukraine,  
Ottawa Branch, 30 Southport Dr. Ottawa,  
Ontario Canada, K1T 3E7  
Tel: (613) 738-1724*

- Office supplies to Shevchenko Ukrainian Language Society;
- Supported the production of the documentary film “Harvest of Despair”;
- Support Rukh work in preparation for the Ukrainian national sovereignty referendum;
- Milk to children affected by Chernobyl;
- Supplying of vitamins and essential basic medications;
- Supported pro-democracy groups leading up to the referendum on Ukrainian national sovereignty;
- Worked on national campaign to raise funds for Chernobyl victims;
- Gathering and distributing of children’s clothing and boots for needy families;
- Donated medical equipment to the Zhytomyr Regional Children’s Hospital.

- Supported a project by the Women's Society in Kyiv to publish a pamphlet about the prevention of the abuse of women;
- Special equipment for the needs of invalid seniors to the Veterans of Labour nursing home;
- Funds for the St. Michael's Parish youth camp;
- Vitamins, winter clothing, emergency food St. Michael's Parish and various schools;
- Books to various museums, schools and libraries;
- Emergency aid (clothing and medicines) to the parishes.

### ***Canadian Lemko Association***

*www.lemko.org*

- Supporting summer camps in Ukraine;
- Support project to help ethnic Ukrainians in Poland;
- Construction of Churches.

### ***Canadian Ukrainian Immigration Aid Society (CUIAS)***

*www.cuias.org*

*2383 Bloor Street West, 2nd Floor  
Toronto, Ontario, M6S 1P6 Canada  
Tel. (416) 767-4595  
Fax. (416) 767-2658*

- Helping Ukrainians who wish to immigrate to Canada.

### ***Council of Ukrainian Credit Unions of Canada***

*2280 Bloor Street West,  
Toronto, Ontario M6S 1N9  
cucuc@sympatico.ca  
Tel: (416) 323-3495*

- Establishment of credit union banking system in Ukraine;
- Project has been successful in creating an overall legal framework, financial training and education, creating functioning institutions and technical training, leading to democratic participation, job production, and gender equality.

### **Doreen and Zenith Moisey Canada Scholarship**

[www.moiseyscholarship.org/index.html](http://www.moiseyscholarship.org/index.html)

- Scholarship in recognition to qualifying High School Students in Ukraine;
- Established a School for computer training and English language in nearby Vyznytsia.

### **League of Ukrainian Canadians**

[www.lucorg.com](http://www.lucorg.com)

83-85 Christie St

Toronto, ON M6G 3B1

Tel: (416)-516-8223.

Fax: (416)-516-4033

- Assisting the Kyiv-based Ukrainian “Memorial” Society in its research of crimes against humanity committed by the communists in Ukraine, 1917-1991, and in the recognition of the Great Famine, 1932-1933, as an act of genocide;
- Assisting the research of Ukraine’s struggle for independence in the XX century, in particular the period 1929-1959;
- Helping children of the “Chornobyl zone”, orphanages and hospitals in Ukraine;
- Assisting schools, libraries and museums in Ukraine;
- Assisting the educational summer camps for youth in Ukraine and for Ukrainian youth from abroad.

### **League of Ukrainian Women**

[www.lucorg.com](http://www.lucorg.com)

83-85 Christie St

Toronto, ON M6G 3B1

Tel: (416)-516-8223.

Fax: (416)-516-4033

- Joint projects with women’s organizations in Ukraine which address the social, educational and health related needs of women and their families in Ukraine;
- Humanitarian assistance for women and their families in Ukraine;
- Active in Stop the Trafficking Coalition.

***Medical Mercy Canada***

*Bankers Hall P.O. Box 22151,  
Calgary, Alberta, T2P 4J5  
Tel (403)-251-1300  
www.medicalmercycanada.org/*

- 2004 Ukraine Project (Medical equipment to 20 sites over 3 provinces in Western Ukraine).

***Mennonite Central Committee***

*mcc.org/ukraine  
21 South 12th Street, PO Box 500  
Akron, Pennsylvania, 17501-0500  
(717) 859-1151  
1-888-563-4676*

- International Volunteer Exchange Program;
- Global Family Program;
- Generations at Risk HIV/AIDS Projects in Ukraine;
- Center for Orphans;
- Restorative Justice;
- Mobile Health Clinics.

***PLAST Canada (Ukrainian Youth Association)***

*www.plast.ca  
2199 Bloor St. W.  
Toronto, ON M6S 1N2 Canada  
Tel: 416-763-2186*

Canadian PLAST is a member of the world-wide PLAST community which holds a conference every three years. Every five years, PLAST organizes an international jamboree. PLAST follows the model of Boy Scouts with the general goal of nurturing a love for the Ukrainian community, fostering a willingness to work for its wellbeing and teaches good citizenship of their home countries.

**Research Institute of Volyn**

*C/O 10 Salvia Bay  
Winnipeg, Manitoba R2V 2L8  
Tel: 204-339-6155*

- Books shipped to libraries about Volyn encompassing history, religion, culture and customs of the region.

**Ukrainian Canadian Congress**

*www.ucc.ca  
Suite 647, 167 Lombard Avenue  
Winnipeg, Manitoba, R3B 0V3  
Telephone: (204) 942-4627*

- Ukrainian Election Observer Program ;
- Involved in the 2004 and 2006 elections in Ukraine;
- Farmer Exchange Program (1995);
- English as a Second Language Program;
- Help targeted workers obtain working visas in Canada;
- Caregiver Program.

**Ukrainian Canadian Social Services of Canada**

*www.ucss.info/  
UCSS Headquarters  
2445 Bloor St. West,  
TORONTO, ON,  
M6S 1P7  
Tel: (416) 766-5812  
Fax: (416) 766-9916*

- The Pomich Ukraini Fund;
- Fundraising campaign to raise funds to assist Ukrainian prisoners of conscience and their families, primary goal is to assist Ukrainians in need wherever they may be around the world with particular attention to:
  - Soup Kitchens and Food Banks;
  - Clothing and medical aid;
  - Summer camps for needy children;
  - Assistance to seniors, disabled and former political prisoners;
  - Assistance to children in orphanages and schools.

***Ukrainian Catholic Brotherhood of Canada***

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*www.ucbcdmonton.org*  
201, 9645 - 108 Avenue  
Edmonton, Alberta T5H 1A3  
Tel: (780) 426-4505  
Fax: (780) 426-7364

- Koliada Projects;
- Appealing for funds for the Patriarchial Sobor and Residence of the “Ukrainian Greek Catholic Church” in Kyiv;
- Medical equipment to a hospital in Kyiv;
- Reconstruction of Sobor in Kyiv project.

***Ukrainian Catholic Church***

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*www.vcn.bc.ca/ucepnw/*  
502 - 5th Avenue  
New Westminster, BC  
Canada, V3L 1S2  
Tel: (604) 524-8824  
Fax (604) 521-8015

- Public relations and awareness program to ban anti-personal landmines;
- Programs and seminars to develop volunteerism;
- Working with HIV/AIDS awareness;
- Working against human trafficking;
- Development of homecare programs.

***Ukrainian Catholic Women’s League of Canada***

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10 Guildwood Parkway, Ste. 422  
Scarborough, ON  
M1E 5B5  
Tel: (416)-265-8014  
Fax: (416)-265-8014  
<http://ucwlc.ca/>

- Project to supply mammogram machine to hospitals in Ukraine.

### ***Ukrainian Women's Association of Canada***

*www.infoukes.com/uwac/  
202-456 Main Street.  
Winnipeg, Manitoba R3B 1B6  
Tel: 204-957-7630.  
Fax: 204-947-3882*

- CYMK-Ukrainian Orthodox Youth;
- To focus on the education of our youth in Sunday Schools, Nursery Schools and Kindergarten, Ukrainian Schools, Bilingual Schools and the Ukrainian Orthodox Youth Association - CYM;
- Icon book;
- To preserve the Ukrainian cultural heritage - religion, language, customs and traditions, to disseminate knowledge by publishing works of Ukrainian writers, historians and journalists;
- Upcoming publication of a Children's Prayer Book.

### ***World Federation of Ukrainian Women's Organizations***

*http://www.wfuwo.org/  
2118 A Bloor St. W., Suite 206  
Toronto, ON M6S 1M8  
Canada  
Tel: (416) 762-2066  
Fax: (416) 762-2077*

- Raising funds for and administering scholarship programs for children;
- Providing medication, vitamins, food, clothing and medical equipment for the victims of Chernobyl;
- Supplying materials, clothing, healthcare products, food and vitamins to schools and orphanages;
- Establishing pre-school centers for children of working women;
- Seminars and workshops for the advancement of equal rights for women;
- Addressing the trafficking of women and children.