

DESPRO NEWS

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SWISS-UKRAINIAN
DECENTRALISATION SUPPORT PROJECT

The DESPRO Project improves the level of professional competence of Ukrainian teachers in Public Administration: for the first time, a training workshop on Knowledge Management is organized on the territory of Ukraine



Knowledge management (KM) as a science and a concept still remain little-known in Ukraine. "Knowledge Management" as an interdisciplinary academic course has just started its formation, however, it is already taught for the private sector at many educational institutions in Western countries, in MBA programs with distance form of education (eLearning). Studying this course involves familiarity with the theory of management, strategic management, innovation management, human resource management, and organisation's information system management. Many Western countries are working towards the implementation of knowledge management in the public sector as well.

On 25-27 March, "Introduction to Knowledge Management" Workshop took place in Kyiv; it was organized by the DESPRO - Swiss-Ukrainian Decentralisation Support to Ukraine Project in cooperation with Lucerne University of Applied Sciences and Arts (Switzerland) for teachers of education courses in the field of "Public Administration" from Ukrainian higher educational institutions.

The goal of the Workshop was to familiarize the participants with both theoretical principles and practical examples of the spread of knowledge management in the private and public sectors in Western European countries, to give them methodological guidelines on teaching this academic discipline (course) at higher school, to discuss the possibility of its introduction into the existing curricula in the field of "Public Administration" (for both full-time and distance forms of education), and to establish professional contacts between the Ukrainian teachers and their foreign counterparts.

27 teachers from Ukrainian institutions of higher educational were selected for participation in the Workshop from among more than 80 applicants willing to participate in the event. During the Workshop, its trainers were: Oliver Kessler, Head of the Competence Centre for Public and Non-profit Project Management at Lucerne University of Applied Sciences and Arts, Patricia Wolf, Research and Development Director at the Institute of Management and Regional Economics of Lucerne University of Applied Sciences and Arts, and Ihor Katernyak, CEO of NGO "Ukrainian Distance Learning System". They presented some examples of the spread of knowledge


management in the private and public sectors to the participants, gave them methodological guidelines on teaching this academic course, actualized the need for its introduction in the existing curricula in the field of "Public Administration" for both full-time and distance forms of education.

The workshop addressed such issues as the concepts of KM in terms of management, sociology and psychology, specifics of KM theories and concepts in the public sector, challenges of KM, methods of KM (including best practice) - data management, competence management, and relationship management.

The participants discussed the best practice of knowledge management, the regional development projects, and peculiarities of teaching KM at higher schools. They also got acquainted with eLearning system (tools and techniques for design, planning and organization of e-courses) and the experience of eLearning implementation for both private and public sectors in Ukraine.

Before the Workshop started, a virtual professional network was launched on the DESPRO Project's web-platform, where the participants had an opportunity to discuss their expectations from the planned event, to plan their further steps, to exchange experiences and materials.

The completion of the Workshop stimulated a new wave of discussions among the virtual network participants concerning the systemic steps towards the creation of a community of practice in Knowledge Management as well as the introduction of Knowledge Management topics and context in the courses of Public Administration. According to one of the community members: "The environment of like-minded people stimulates you, first of all, to self-development; second, it makes you 'keep your brain fit'; and third, it gives rise to a desire to do something useful not only for yourself. "Make the world better" - it is a super thesis, I completely agree!"

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Швейцарсько-український проект •
Підтримка децентралізації в Україні

DESPRO

DESPRO is a Swiss-Ukrainian Decentralization Support to Ukraine project, funded by the Swiss Confederation through the Swiss Agency for Development and Cooperation (SDC) and implemented by the Swiss Resource Centre and Consultancies for Development (Skat).

The mission of the project is optimizing the governance system and supporting efficient local development in Ukraine, thus creating new impetus for further democratization processes as well as for improvement in services supply at the community and municipal levels.

The project stipulates three phases: preparatory phase (years 2007-2009), consolidation phase (years 2010-2012) and completion phase.

Goal of the project phase I consisted in implementing decentralized services models at rayon, village and municipal levels.

Goal of the current project phase (II) - developing and implementing feasible mechanisms of decentralized public service delivery in pilot regions that are documented and taken up in the national decentralization reform process.

The tasks for project phase II

- *Enhancing quality and availability of the services in the target rayons based on participatory planning and decision-making.*
- *Introducing efficient models for best practices/knowledge management in decentralization processes and local self-governance to increase local capacities.*
- *Supporting nation-wide reform process in decentralization and local self-governance.*

DESPRO project operates at the national level, in the Autonomous Republic of Crimea, in Vinnytsya and Sumy oblasts.

Contacts:

B. Hrynchenko str, 2, # 2
01001 Kyiv, Ukraine
phone. (+38 045) 270 55 21,
270 55 27
fax (+38 045) 279 67 27
www.despro.org.ua

Knowledge Management: Prospects for Implementing the Concept in the Public Sector



The Roundtable on Knowledge Management: Prospects for Implementing the Concept in the Public Sector was held on 24 March 2011 at the National Academy of Public Administration. The event was organized by the Swiss-Ukrainian Decentralisation

Support Project in Ukraine - DESPRO.

Maryna Bilynska, Vice President, noted in her introduction speech that "the knowledge management technique is one of the components of effective personnel policies, and it is extremely topical for the public administration system. It is nice that thanks to the DESPRO Project, the specialists of the Academy are involved in developing this technique."

Oksana Garnets, Project Manager for DESPRO in Ukraine, added that the event precedes a three-day Teacher Training on Knowledge Management Technique. Such training will be held for the first time in Ukraine, and some of the best world experts in this field are involved in it.

Oliver Kessler, Head of the Competence Centre for Public and Non-profit Project Management at the University of Applied Sciences and Arts, Lucerne (Switzerland), and Patricia Wolf, Research and Development Director at the Institute of Management and Regional Economics of the University of Applied Sciences and Arts, Lucerne (Switzerland), presented the problems of knowledge management in the public sector and of knowledge management as a field in general.

Oleksandr Goncharuk, Senior Researcher at the Institute of Sociology of NAS of Ukraine acquainted the participants with a survey on challenges of knowledge management. The survey was conducted by the Institute of Sociology at the request of the DESPRO Project. 600 respondents from 15 regions of Ukraine, who work in local authorities, took part in it.

During the discussion, the teachers were interested in the issues related to their role in the process of gaining knowledge, public servants' motivation for knowledge, and determining the volume and amount of knowledge for public servants.

The Roundtable meeting was attended by teachers, PhD candidates, post-graduate students of the National Academy, international experts, and representatives of central authorities.

The officials of Bakhchysaray rayon raise their professional level



On 16 - 18 March the seminar "A Basis of Local Self-Government" was held for representatives of local self-governments in Bakhchysaray rayon (Autonomous Republic of Crimea).

The past local elections brought new people to local self-government units in villages, settlements and cities. Consequently, a question arose concerning correspondence of their professional knowledge and skills to the tasks of the newly elected government. According to the request of Bakhchysaray Rayon Administration DESPRO project organised a workshop for heads of village and settlement councils and deputies of city councils of Bakhchysaray rayon in cooperation with the Civil Society Institute. The leading Ukrainian field experts Anatoliy Tkachuk (Director of the Civil Society Institute) and Yuriy Hanushchak (expert on administration of territories) led the seminar. A range of topics were offered for a study, namely:

1. The Ukrainian system of local self-government: legislation, bodies and officials.
2. Regulation of work of a city council's bodies and officials. Community association statute. Regulation of local democracy in a community. Preparation peculiarities of a draft decision for a council or executive committee.
3. Local taxes and budget.
4. Local development. Resources for local development.

Presentation of the material at the seminar was not limited to theory teaching. Participants practiced also in workshops, which topics were: 1) Collaboration of a head of community and deputies of a local council with a community for problem-solving (waste, water supply, administration in villages which are not community centres). 2) Evaluation of a community's capacities for economic development and preparation of a plan for search and realization of development resources. Documentation development for community planning. It is worth to be noted that the knowledge and skills acquired at the seminar cannot be overestimated, because the participants need to apply them in their daily work. They will be useful for cooperation with the Swiss-Ukrainian Decentralization Support Project in Ukraine DESPRO too, since certain village communities of Bakhchysaray rayon implement projects of decentralized public utilities provision with its support.

The Workshop for representatives of communities and authorities of Sumy oblast



On 2 - 4 March Sumy hosted the first workshop/training for representatives of the communities, which will participate in the DESPRO project competition. The topic of the workshop was "Decentralised models of services provision and social mobilisation of communities." The workshop was attended by village activists from Krolevets, Romny and Konotop rayons, as well as by the officials of rayon state administrations who are going to join the rayon working groups and to further coordinate collaboration with the DESPRO. Sumy oblast is a new, important region for the Swiss-Ukrainian Decentralisation Support to Ukraine Project (DESPRO), and the cooperation with it has just begun. Thus, the project experts felt special responsibility for the preparation of this workshop.

The issues considered during the training were new and interesting for the participants, because it was new experience for the majority of those present to participate in such project when the mobilized community together with local authorities, supported by international donor, would improve the level of public services delivery in their village.

That is why the DESPRO experts and trainers - Vyacheslav Sorokovskyy, Viktor Odyntsyta, Lyudmyla Boyko, and Olena Sas - have developed the training programs in such a way that the trainees were able not only to receive all necessary information, but also to make use of it later on; so, along with the theoretical part, special attention was paid to practical tasks in developing projects, social mobilization, public presentation of projects in the communities etc.

Oksana Gryn, Financial and Administrative Manager of the Project, highlighted the financial aspects of

project planning and execution within the competition.

In order to establish the most effective cooperation and coordination of work, the representatives of the rayon working groups were provided with computers and Internet connection. Based on the existing practice of DESPRO activities in other regions of Ukraine, one can confirm with all responsibility that all these combined efforts will yield positive results.

According to Andriy Pysarenko, a deputy head of Krolevets rayon state administration, coordinator of the rayon working group, - the work ahead is difficult and long, but this chance must be used, and the reward will be a better life of people and the day when the community, rayon authorities and DESPRO representatives will celebrate together the launch of a water supply system in the village.

The feedback survey results are very encouraging: the workshop participants have appreciated the quality and the use of the materials presented, and they are inspired and eager to use the knowledge gained as well as to share it in their communities in order to make sure that their project applications are implemented in practice.

Developing the community projects will be the first opportunity to use the knowledge and skills gained. The submissions will be examined carefully on a competitive basis and, in case they comply with the conditions of the call for proposals, they will be accepted for cooperation and co-financing.

Reaching out to parents through their children: DESPRO Project presented the documentary “The reverse side of waste” at the Khotiv village gymnasium



own investigation of how Khotiv`s inhabitants handled municipal solid waste. In its course the children learnt how the communal services solved the garbage problem, asked people about ecological problems in a poll, explored the streets of Khotiv for garbage containers and examined effectiveness of work of a recycling point.

Mykola Bezpechnyi, Head of the Khotiv village Council noted that schoolchildren constitute a very influential audience for spreading ideas of correct handling of MSW. He is confident that when children know how important it is to sort out waste for recycling and utilization and make it unharmed to the environment, then their parents will know that too. A new generation should adopt advanced ideas, innovative and ecological approaches, as they are needed not only by our society but by the whole planet.

The presentation at the gymnasium was attended by schoolchildren of 5th -10th grades. Altogether there were about 250 children, teachers and school administration staff, representatives of a parent committee, Mykola Bezpechnyi (Head of the Village Council), Andre Olshevski (Expert for MSW Management, Swiss Resource Centre and Consultancies for Development – Skat), Volodymyr Kuznetsov (Director of the documentary “The reverse side of waste”). Staff of the Despro – Decentralisation Support to Ukraine Project attended the meeting too. Among them were Oksana Garnets (Project Manager in Ukraine), Viacheslav Sorokovskiy (Expert for decentralisation), Andriy Artov (Expert for MSW Management), Olena Sukhodolska (PR Manager).

On the 18th of March 2011, the documentary “The reverse side of waste” was presented to the schoolchildren of the Khotiv village gymnasium in Kyiv oblast. The film had been shot on the order of the DESPRO Project to demonstrate correct handling of municipal solid waste. The video demonstrates relevant bright examples and successful practices.

Teachers of the gymnasium teach children to handle waste correctly at sustainable development class. Schoolchildren of the 8th grade who took part in the shooting of the documentary of the DESPRO project did their

The DESPRO team visited Ecological Waste Processing Company in Bucha, Kyiv oblast



The higher the societal development and technological progress is, the more waste of life activities we leave. Today, Ukraine suffers from garbage. Every year its quantity is increased by one billion tons. The country has more than 3.6 thousand polygons with total area of more than 6.3 thousand hectares. It is essential that 70% of waste is recyclable materials, which require processing in order to reduce production costs.

In the framework of Andre Olshevski`s Mission on 18 March 2011 there was a Study visit of the Decentralization Support Project in Ukraine - DESPRO`s staff to a small private enterprise “Rada” in Bucha, Kyiv oblast.

Its Director, Petro Semko, told that the ecological company possesses 18-year experience in the area of municipal solid waste (MSW) treatment. The main focus of “Rada” small private enterprise (SPE) is collecting, storing and processing various types of recyclable materials. According to him, the role of people is extremely important in this process. More and more often, one can see special new containers in the streets of Bucha. They are

located near multi-storey buildings, supermarkets, and schools for separate waste collection. In the private sector, where there are no containers, the ‘2 bags’ system is proposed. A black garbage bag is for food waste, household waste, contaminated packaging and used personal hygiene products, and it is purchased the owner him/herself. A transparent garbage bag is for sorted dry waste (as recyclable materials), and the owner receives it for free. The garbage is put near the driveway and, according to the approved schedule, it is removed by special vehicles. According to the director, this system allows not only improving the ecological situation in Bucha, but also saving money of house owners. The thing is that the cost of black garbage bags per month will be much less than the fee for the disposition of garbage. The dwellers of multi-storey buildings profit from this situation. The disposition of garbage by Bucha housing maintenance and utilities board is a rather costly process, which is subsidized from the local budget. “Rada” enterprise removes garbage from their containers free of charge. This, in turn, facilitates the work of the public utility company and saves budgetary funds, which are later spent on street paving, repairing entrances, and beautification.

Oksana Garnets, Senior Project Coordinator, mentioned that the experience of “Rada” is very valuable for the country as a whole. It can also be used within the framework of the DESPRO Project activities for demonstration of the positive example in Tulchyn and Bakhchysaray rayons where the Decentralization Support Project in Ukraine – DESPRO, together with UNDP Project “Municipal Governance and Sustainable Development Programme” and local authorities, are implementing inter-municipal projects in the area of MSW treatment.

The meeting was attended by: Petro Semko (Director of “Rada” SPE), Natalya Semko (CEO of “Rada” SPE), Andre Olshevski (Expert in the area of SWM treatment, the Swiss Resource Centre and Consultancies for Development, Skat), Volodymyr Kuznetsov (Director of the film “Beyond the Garbage”) as well as the staff of the Decentralization Support Project in Ukraine – DESPRO: Oksana Garnets (Project Manager for DESPRO in Ukraine), Vyacheslav Sorokovskiy (the DESPRO Expert on Decentralization), Andriy Artov (the DESPRO Expert on SWM treatment), and Olena Sukhodolska (Public Relations Specialist).