

Teaching module: *Efektívnosť pri poskytovaní lokálnych služieb*
Efficiency in Local Service Delivery

Planned time allocation: **2 hours lecture, homework, X hours seminar**

Module goal

To provide systematic knowledge about the ways how local governments should decide about most important aspects of local public services delivery, with focus on deciding how to produce local services.

Module outputs

- Understanding the essence of concepts of local public service delivery.
- Awareness of the scope of local public services in Ukraine.
- Awareness about core aspects of local public service delivery.
- Awareness about main principles of deciding between in house and external production of local public services.
- Ability to evaluate concrete local approaches and solutions.

Module contents

- The scope of local public services in Ukraine – brief overview.
- Delivery of local public services – summary of theory.
- In house versus external production.
- Possible ways of evaluation of local public service delivery.
- Co-production of local public services.

Teaching module: *Transparentnosť, otvorenosť, zrozumiteľnosť*
Transparency, Openness, Intelligibility

Planned time allocation: **4 hours lecture + 2 hours seminar**

Module goal

The module introduces the key concepts of transparency, openness and intelligibility. It focuses on designing new transparency, control and accountability arrangements and identifying their weaknesses and strengths. Its core part demonstrates their challenges:

- Difficulty to define transparency, openness, intelligibility, accountability and corruption
- Difficulty to measure transparency, openness, intelligibility and corruption
- Difficulty to examine causes and impact of lack of transparency, openness, intelligibility
- Difficulty to increase transparency, openness, intelligibility and fight corruption

Module outputs

- Understanding of the difficulty and importance of defining transparency, openness, intelligibility, accountability and corruption
- Awareness of the ways how to measure transparency, openness, intelligibility and corruption
- Understanding of the causes and impact of lack of transparency, openness, intelligibility
- Ability to fight corruption through increase of transparency, openness and intelligibility
- Knowledge of anti-corruption local reforms - from Slovakia and abroad

Module contents

- Defining key concepts: transparency, openness, intelligibility and corruption
- Measuring transparency, openness, intelligibility and corruption
- The causes and impact of corruption
- Anti-corruption local reforms: experience from Slovakia and abroad, conditions for success

Teaching module: *Programové rozpočtovanie*
Performance Budgeting

Planned time allocation: **4 hours lecture, 2 hours seminar, 4 hours exercise**

Module goal

To provide systematic knowledge and to train skills about the ways how to formulate (program) performance budget for a public body.

Module outputs

- Understanding the essence of concepts of (program) performance budgeting;
- Awareness about pros and cons of (program) performance budgeting, including existing experience from CEE region.
- Awareness about the actual Ukrainian legislation on the topic.
- Ability to propose programmes, targets and indicators for (program) performance budgets for public bodies.

Module contents

- Performance budgeting versus (program) performance financing and their systemic problems.
- Pros and cons of (program) performance budgeting.
- International experience with (program) performance budgeting.
- Existing Ukrainian legislation and experience on (program) performance budgeting – brief overview.
- Implementing (program) performance budgeting.

Teaching module: *Občianska angažovanosť*
Citizen Engagement

Planned time allocation: 2 hrs lecture, 2 hrs seminar, 4 hrs exercise

Module goal

To provide relevant knowledge in regard to inclusion and participation of the citizens within policy making and to train skills related to those tools which brings some opportunities for more collaborative and open governance.

Module outputs

- Understanding both importance of public/citizen participation/engagement in policy making processes.
- Awareness of pros´ and cons´ of inclusion and participation/engagement of the citizens within relevant stages of policy cycles.
- Orientation in the present relevant Ukrainian and Slovak legislation, as well as European recommendations.
- Ability to propose participatory tools for more efficient or higher public/citizen participation/engagement.

Module contents

- Public/citizen participation/engagement and its pros´ and cons´
- Importance of public/citizen participation/engagement within policy making
- Slovak legal environment in regard to public/citizen participation/engagement and other European recommendations
- Ukrainian legal environment in regard to public/citizen participation/engagement and possibilities for its further development
- Possible ways for implementation of proposed tools

Teaching module: *Identifikácia lokálnych lídrov / lokálne líderstvo*
Identification of Local Leaders / Local Leadership

Planned time allocation: **4 hours lecture + 2 hours seminar**

Module goal

The module explains and identifies what local leadership is and sets out some key prerequisites for good local leaders. It discusses the challenge of local leaders to pursue both democracy and efficiency at the same time. The module also introduces various management skill topics with focus on local government leadership: Self-awareness, Effective delegation and joint decision making, Managing personal stress, Gaining power and influence, Creative problem solving, Establishing supportive communication, Managing conflict, Improving group decision making, Improving employee performance and motivating others, etc. The module also identifies local leaders outside of standard government structures who also play crucial role in local governance.

Module outputs

- Understanding of the theoretical approaches to leadership and leadership theories
- Awareness of the nature of managerial work and role
- Knowledge of charismatic leadership and both opportunities and threats associated with it
- Understanding of other relevant concepts: leadership and organizational culture, cultural development, and leaders vs managers in public organisations.

Module contents

- Leadership Theories in Management and Organizational Behavior
- The Nature of Managerial Work and Roles
- Charismatic Leadership
- Democratic Leadership
- Leadership and Organizational Culture
- Leading Cultural Development
- Leaders and Managers in Public Organizations

Teaching module: *Participatívne rozpočtovanie*
Participatory Budgeting

Planned time allocation: 2 hrs lecture, 2 hrs seminar, 4 hrs exercise

Module goal

To provide relevant knowledge in regard to participatory budgeting and to train skills which are necessary for dealing with the participatory budgeting.

Module outputs

- Understanding background of the participatory budgeting.
- Awareness of pros' and cons' of the participatory budgeting.
- Orientation in the present relevant Ukrainian and foreign experience.
- Ability to propose relevant tools for implementation of the participatory budgeting.

Module contents

- Participatory budgeting and its pros' and cons'
- Models of the participatory budgeting: from Porto Alegre to Europe
- Why crisis usually leads to restrictions in a field of the participatory budgeting
- Slovak experience with the participatory budgeting
- Ukrainian experience with the participatory budgeting
- Ways to implement relevant tools which lead to the participatory budgeting